YOUR HEALTH

OUR CONCERN

MMI PROCESS AND PROCEDURE MANUAL

SECOND EDITION 2017

Table Contents

I. ACRONYMS

BCM- Business Continuity Management

BNR- Banque National du Rwanda

BoD- Board of Directors

COSO: Committee of Sponsoring Organization

DAT- Damage Assessment Team

EMC- Emergency management committee

IAS: International auditing standards

IIA: Institute of Internal Audit standards

ISA: International Standards on Audit

ISO: International Standards Organization

MIFOTRA: Ministry of Public Service and Labor

MINECOFIN: Ministry of Finance and Economic Planning

NISR: National Institute of Statistics in Rwanda

PAYE: Pas As You Earn

PSF: Private Sector Federation

RDB: Rwanda Development Board

RMC: Risk Management Committee

RPPA: Rwanda Public Procurement Authority

RRA: Rwanda Revenue Authority

MMI: Military Medical Insurance

RSSB: Rwanda Social Security Board

SERT: Specific Emergency Response Team

SMT: Senior Management Team

II. DEFINITION OF KEYTERMS ·

Each process and procedure is organized in different parts. These parts are described below for ease of reference. Process steps are described in the process description part.

Input: The input of the process shows the elements needed to start the process. They can be internal or external.

Measurable objectives: This shows indicators and their corresponding minimum standards to help determine how effective a process is performing from a number of different and points. For the objective to be measurable, the parameters of the objective must first be defined.

References: This indicates the basis for establishing a process. It can be a law, policy, international convention or management resolutions.

Responsibility and authority: This shows all the staff involved and their respective responsibilities in the process.

Description of process: This illustrates step –by –step process flow from the first to the last step, documenting activities, staff involved and time frame.

Process flow-chart: It is a graphic representation of the process in relation to the sequences. This is done for purposes of clarity of the process.

III. FLOW CHART SYMBOLS

SYMBOL	NAME	DESCRIPTION
	Process	Identifies operation or action step
	Decision	Represents a question or Branch in the process.
	Document	This represents a document or report on Which the process refers
	Predefined process	This gives reference to an existing process.
	Terminator	A starter stop point in the process
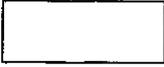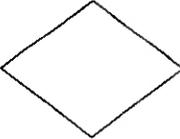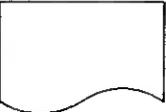
IV. ORGANS FOR DECISION

- Board of Directors(BoD)
- Management

2. BOD ATTRIBUTIONS (see PM's order)
3. MMI OPERATIONAL POSITIONS AND JOB DESCRIPTION (see MMI Customized Competency Framework)
4. MMI PROCESS

MMI PROCESS:

1. ADMINISTRATION UNIT PROCESS

Administration unit process entail Membership Registration process, Human Resources Management and Administration process, Assets management and Logistics process, Archives and documentation process, Central secretariat processes and Reception process.

1.1. Registration and Membership process
This process describes the steps taken in registering insured members and their dependents.

Inputs

Input1: New members and employees

Input2: Duly filled registration forms

Input3: Required official/legal documents

Input4: Letter of request

Measurable objectives

References

Key Performance Indicators	Minimum Standards
Registered members	Accurately and timely registered
Membership card	Timely and of good quality

Internal
- Strategic/Action plan
- Procedure manual
- Registration policy/Validity of membership card policy

External
- Relevant laws

Responsibility and authorities

Board of Directors
- Approves admission of new contributors

Director General
- Prepares agreement related to admission of new contributor and forward it to BOD for approval;
- After approval by the BOD, DG signs the agreement.

Registration and Membership officers
- Receives request dossier, analyses it and makes a report
- Receive filled forms from employers/members
- Make Data entry,
- Issue registration and affiliation numbers
- Issue membership card

Description of Process

Registration process through MMI

After receiving employer's application for medical scheme membership, the Registration and Membership officer activates the employer in medical scheme;
- The registration officer receives forms from employer/members to be registered;
- He verifies if the form is well filled;
- The registration officer then enters the information provided in the database and then registration number is generated and issued to the employer. After receiving employer Registration number, the employer is also given employees' form that has to be filled in with all employees details;
- Upon reception of employees' registration form duly filled from employer, registration officer loads the employees' information in MMI System. If all data are correct, an employee affiliation is generated and associated to employee details and then issued to the employer for declaration and contribution purpose.

Description of registration and issuing cards of affiliates and their dependents
- The Membership officer receives form from the employer of affiliates to be registered into medical scheme.
- If the form is well filled; Membership officer, then load affiliate related data who are automatically activated into medical scheme.
- The Membership officer regularly records affiliate depends upon reception of required documents.
- The registration entity produces requested cards and then sends them to respective employers/owners.
- The cost for a lost card is equal to 3,000Frws by recommendation of J1 office or the in charge of Personnel of the employer.
- The Validity of the card will depend on the contracted and the age of the affiliated member where NCO and Junior Officer will get a card with validity equal to 45 years minus his age the same for members.
- The affiliate member who misuse will be reported to military prosecution
  The dependent who misuse the MMI card will be suspended six months, charged penalties equal to triple the cost of the service Reported to the competent prosecution

Description of process of registering retirees in medical schemes

- Registration/Membership officer receives an updated list of retirees from employer;
- After receiving the updated list, membership officer prepares a request of their contributions to MMI and forward it to director of Administration for reviews;
- The director of administration reviews request and forward it to DG for approval;
- Since the payment of requested contribution is performed, Membership /Registration officer update the list of affiliated retirees.

Flow chart:
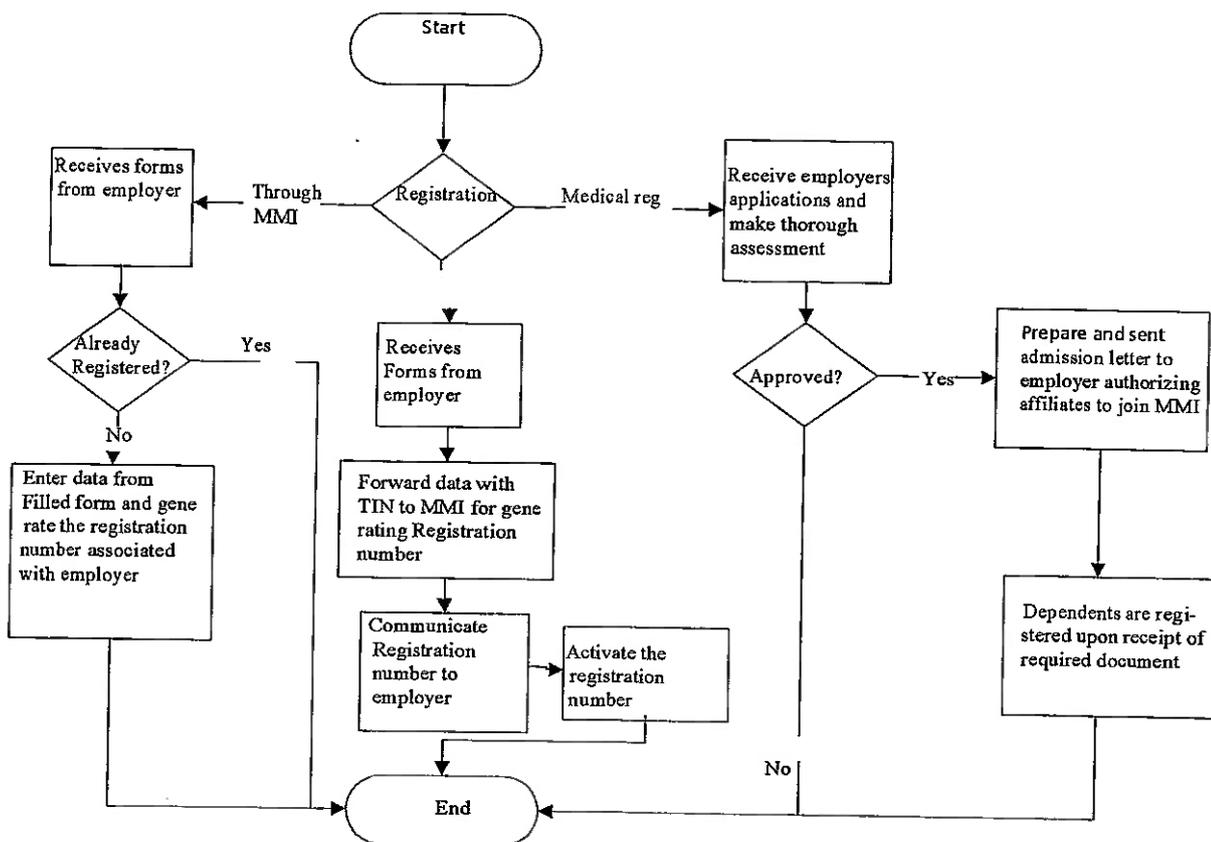
1.2. Human resources management process

This involves management of all MMI staff on organizational Structure approved by the Cabinet as well as staff recruited on contract basis.

1.2.1. Recruitment Process

This process maps out the steps taken in recruitment and placement of new staff.

Input:

Input1: Vacant posts

Input2: Job requirements

Measurable objectives

Key performance indicators	Minimum standards
Qualified staff	100% qualified staff as per job requirements
Implementation of recruitment plan	100% Compliance to the recruitment plan

References: Internal

- Human resources management policy and strategy
  Job description and profile
- Organizational structure

External

- Relevant laws
- Presidential decrees
- MIFOTRA's guide lines
- MOD/RDF's guidelines

Responsibility and authority

- **Cabinet**
- Approves Directors of units

- **RDF/RNP HQs**
- Approves military and police staff

- **Director General**
- Approves the recruitment panel
- Approves the recruitment calendar
- Approves and appoints the recruited staff

- **Director of Administration**
- Reviews recruitment reports

- Reviews the request for the vacant posts to be filled
- Advises on the recruitment panel
- Reviews the recruitment calendar
- Supervises overall recruitment process

- **HR Officer**
- Identifies the vacancies to be filled
- Receives recruitment requests from different users
- Sets recruitment calendar
- Proposes the recruitment panel
- Prepares all necessary documents required in the recruitment process.

Description of Process for open recruitment

- Under the supervision of Director of Administration, HR officer prepares a list of all vacant posts based on the approved organizational structure,
- The HR Officer submits the prepared list of all vacant posts as well as recruitment plan to the Director of Administration for review and follow up;
- Director of Administration forwards the list and plan to the Director General For review who then forwards them to DG's Office for approval;
- After the approval of vacant posts and recruitment plan, the Human Resources Officer prepares job announcement and proposes recruitment Panel and forwards them to Director of Administration for Review who then submit them to DG's Office for approval;
- After DG's approval, the job announcement and recruitment panel are forwarded to HR Officer for implementation; The HR Officer submits the job announcement to PR&C Unit for publications;
- Within the 5days following the official publication of the vacant posts, the HR Officer receives applications and answers applicants' queries. The HR Officer in collaboration with the recruitment Panel, ensure that the pre-selection process is finalized within 5days following the deadline;
- HR Officer and recruitment Panel prepare a list of pre-selected candidates along with the time table of exams and forward them to Director of Administration who also submits them to DG's Office for approval;
- After the DG's approval, the list and time table are forwarded to PR&C Officer by HR Officer for publication;
- The Recruitment panel sets written exams and marking scheme as well as the codification of candidates' names and keeps them into separate sealed envelopes. The exams and codification envelopes will be officially opened during the written exam while the marking scheme envelopes will be opened during the correction period;
- Before the exam commences, the recruitment panel ensures the authentication of the candidate to be examined. After written exam, the examination booklets are kept safely in HR office. The recruitment panel then marks exams and give the corrected examination booklets to HR Officer for recording;

- The HR Officer prepares a written exam report of all candidates who did the exam along with the time table of oral exams and forwards them to the Director of Administration who then submits them to DG's Office for approval;
- After DG's approval, the written exam report is published on MMI notice board while the time table of oral exams is forwarded to PR&C Officer for publications by HR Officer;
- Before the oral exam commences, the recruitment panel ensures the authentication of the candidates to be examined and a camera is setup to record the event of the oral exam;
- The recruitment panel then marks oral exam and provides overall marking report to HR Officer for recording;
- HR Officer prepares final recruitment report and forwards it to the Director of Administration who then submits it to DG's Office for approval. The final recruitment results are then published on MMI notice Board;
- The candidates who are not satisfied with the recruitment results may file their complaints to the Management and the issue is handled in accordance with Law;
- The final recruitment report is submitted to Public Service Commission for approval;
- After the Public Service Commission approval, HR Officer prepares provisional appointment letters of successful candidates and forwards them to Director of Administration who then submits them to DG for approval;
- After receiving the provisional appointment letters, the successful candidates undergo induction courses effective from the commencement date;
- After induction that takes about one week, employees are deployed to their respective Departments/Units;
- After a successful 6month probation period, the recruited staff receives employment confirmation letter;
- In case the recruited staff is not successful during the probation period, he/she is given additional six months failure of which he/she will be expelled;
- HR Officer creates an administrative file for the recruited staff that includes CV, employment confirmation letter, recruitment report, ID, notified certificates, Criminal records and Medical certificate

Records:
- Administrative file for the recruited staff

Flowchart:
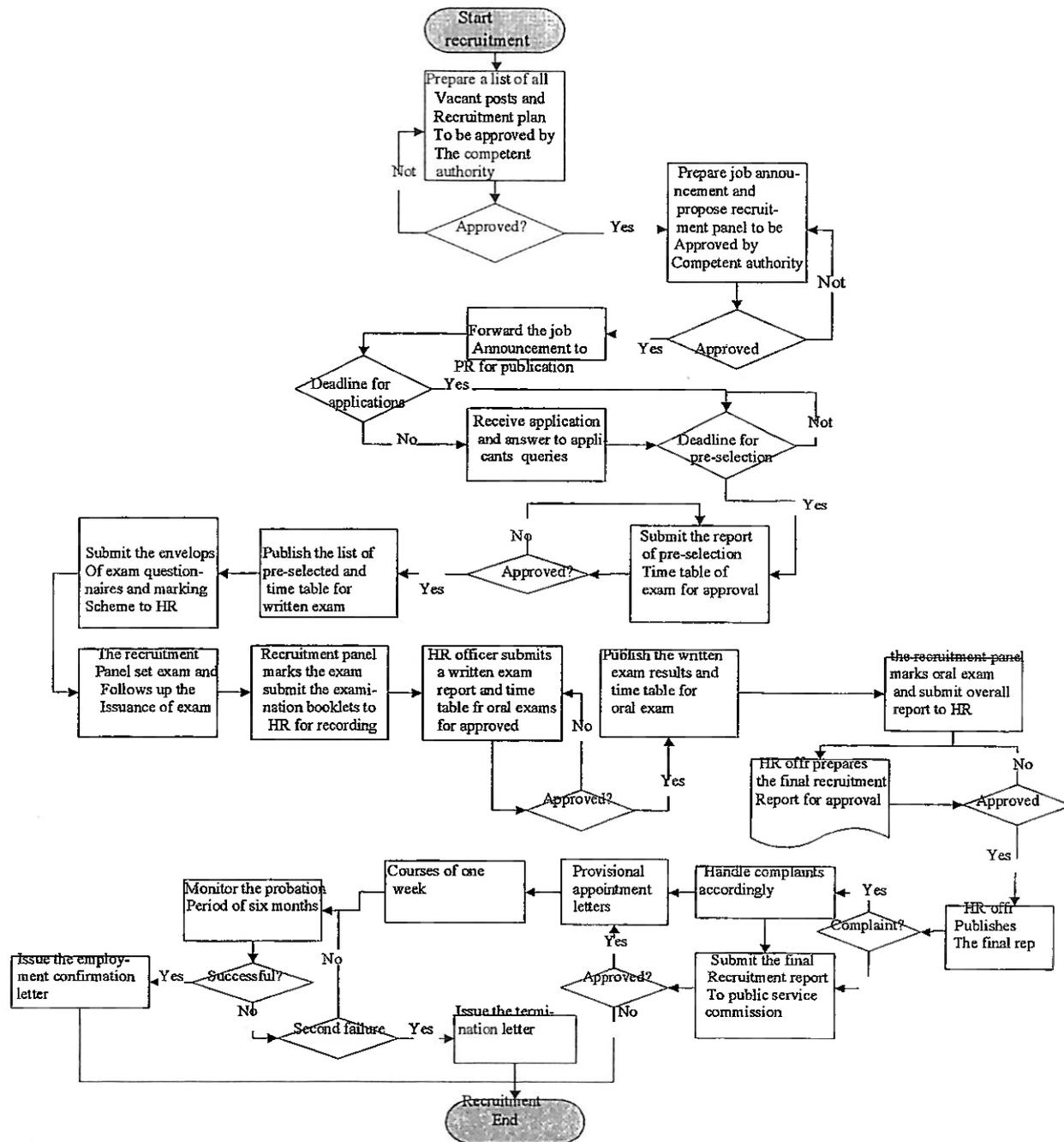
1.2.2. Payroll and fringe benefits Management process

This process describes how employees' compensation and remuneration are managed base
On the law.

Inputs:

Input: Employee's administrative file

Input2: Performance evaluation report

Measurable objectives

Key performance indicators	Minimum standards
Employee's administrative file	100% Employee's administrative file updated
Transactions related to payroll are verified And recorded	100% accuracy
Salary payment slips	Timely(by25th)
Annual and monthly advance salary Payment slips	Timely(by10th)
Payment of statutory Deductions	Timely(by15th), zero penalties

References:

Internal

- Salary structure
- MMI staff advantages lists

External

- Relevant laws
- Prime Minister Order related to Salary and fringe benefit

Responsibility and authority

- **Top Management**
- Approves staff advantages

- **Director General**
- Approves payroll and Fringe benefits
- Approves other relevant benefits

- **Director of Administration**
- Reviews payroll
- Recommends allowances to management

- **HR Officer**
- Verifies the accuracy of payroll list
- Verifies allowances requests
- Records employee's administrative file
- Prepares salaries
- Prepares allowances

- **Description of process**
  - HR officer consults employee's administrative file for reference in payroll preparation;
  - HR officer records all relevant data from employee's administrative file and salary structure;
  - HRO executes salary calculation, prints salary reports and submit them to Director of Administration for verification;
  - After verification, the Director of Administration submits the salary reports to Director General for review;
  - After the review, the Director General submits the reports to Finance and Contributions Unit for payment preparation;
  - HR Officer issues pay slips in liaison with IT Unit;
  - HR officer prepares status report of all statutory and non statutory deductions and submit it to the Director of Administration for verification;
  - After verification, the Director of Administration submits the status report to Director General for review;
  - After review, the Director General submits the status report to Finance and Contributions Unit for payment preparation.

Records
- Payment notes
- Statutory deductions declaration forms
- Non statutory deductions request letters and request forms
- Salary reports
- Status reports of Statutory and non statutory deduction
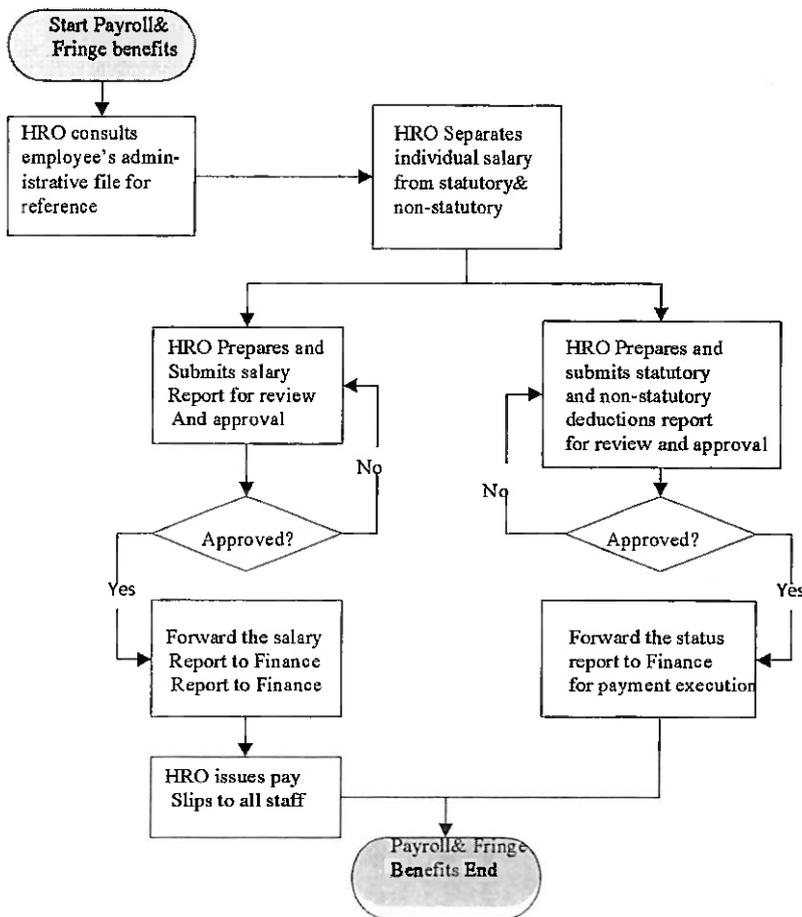
1.2.3. Training and Staff Development Process

The objective of this process is to specify the steps taken while preparing staff training and capacity development.

Inputs

Input1 : Staff training needs

Input2: Training plan;

Input2: Performance appraisal reports

Measurable objectives

Key Performance Indicators	Minimum Standards
Training and development plan	Comprehensive
Skilled and trained staff	Qualified

References:

Internal

- HR management Policy and Strategy
- Staff training sponsorship guidelines

External

- Relevant laws
- Ministerial Order concerning training procedures for Rwanda Civil Servant

Responsibility and authority

- **Director General:**
- Approves staff training and development plan
- Authorizes training implementation
- Appoints the Training committee

- **Director of Administration**
- Reviews the training and development plan and forwards it to DG
- Recommends training of staff where necessary
- Review staff training and development implementation process and forwards it to DG's Office for approval

- **HR Officer**
- Analyzes submitted staff training needs and supervises their consolidation
- Forwards consolidated training needs to the Director of Administration for review and submission to the training committee for analysis
- Makes a follow up on the training implementation plan
- Consolidates staff training needs
- Analyses staff performance appraisal recommendations

Description of Process

- Director of Administration requests all Departments/Unit to identify and submit their training needs;
- The Departments/Units prepare training needs based on the performance appraisal and staff training needs and submit to the Director of Administration for consideration;
- The Director of Administration forwards the staff training needs to the HR Officer for consolidation who again forward the consolidated needs to the Director General for review and approval
- After the approval, Director General submits it to HR Officer for further process
- HR Officer prepares the training plan based priorities of institution and forwards it to the Director of Administration for review and submission to DG's Office for approval;
- After approval from the DG, the HR Officer makes a follow up of the implementation.

Records

- Staff training needs report
- Performance appraisal reports
- Training plan and development plan
- Training plan implementation report and related correspondences

Flow Chart:
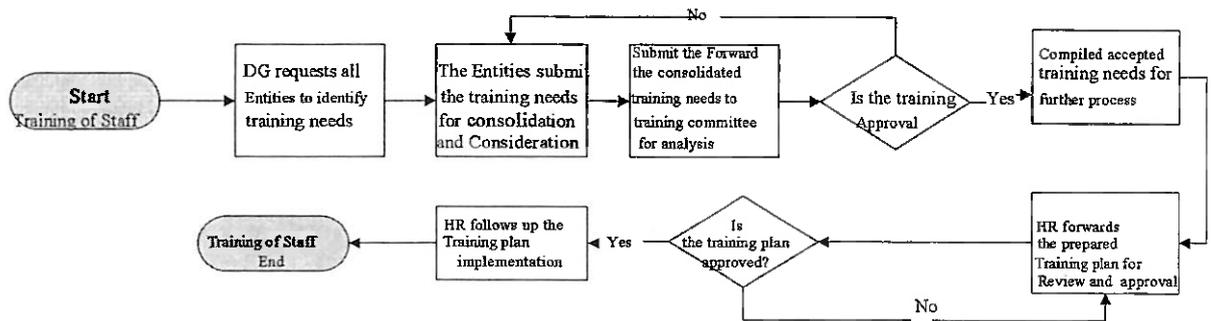
1.2.4. Staff Motivation and Retention process

This process involves means and strategies of motivating and retaining MMI staff.

Inputs:

Input1: Employee satisfaction survey report

Input2: Exit interviews recommendations

Measurable objectives

Key Performance Indicators	MMI Minimum Standards
Welfare strategy	Comprehensive
Capacity building strategy and Implementation plan	Complete
Employee satisfaction survey report	Comprehensive and timely

References:

Internal

- Welfare strategy
- Staff satisfaction survey report

- **External**
- Relevant laws
- MIFOTRA guidelines on staff welfare

Responsibility and authority
- **BOD**
- Approves the Motivation/ incentives and Retention strategies

- **Director General**
- Approves the implementation of Motivation/incentives and Retention strategies

- **Director of Administration**
- Reviews and submits the proposed motivation/incentives and retention strategies to DG's office for implementation approval
- Recommends welfare measures for staff where necessary

- **HR Officer**
- Proposes are as to be covered under motivation,
- Verifies the proposed motivation/incentives and retention strategies
- Verifies all requests from staff regarding motivation and retention strategies
- Follow up the implementation
- Drafts reports regarding the implementation of motivation and retention strategies
- Process all related requests from staff regarding motivation and retention strategies

Note: For the work done (Administrative documents, policies, etc), the incentive fees per person per day is equal to 50,000Frw.

- **Description of process**
- The HR Officer conducts staff satisfaction survey and submit the outcome of the survey to Director of Administration for review and submission to DG's Office for information and guidance;
- The DG forward the outcome with guidance to the Director of Administration who also submit them to the Motivation committee for analysis and recommendation;
- The HR Officer prepares the Staff motivation and retention strategies based on the recommendation of the committee. The initiative for staff motivation may also come from MMI management, which will be part of the motivation and retention strategies;
- The Director of Administration reviews the proposed strategies and submits them to DG who again submits hem to the top management for approval;
- After approval from the Top Management, the HR Officer makes a follow up of the implementation.

Records
- Motivation and Retention strategies
- Implementation report and related correspondences as well as related forms

Flowchart:
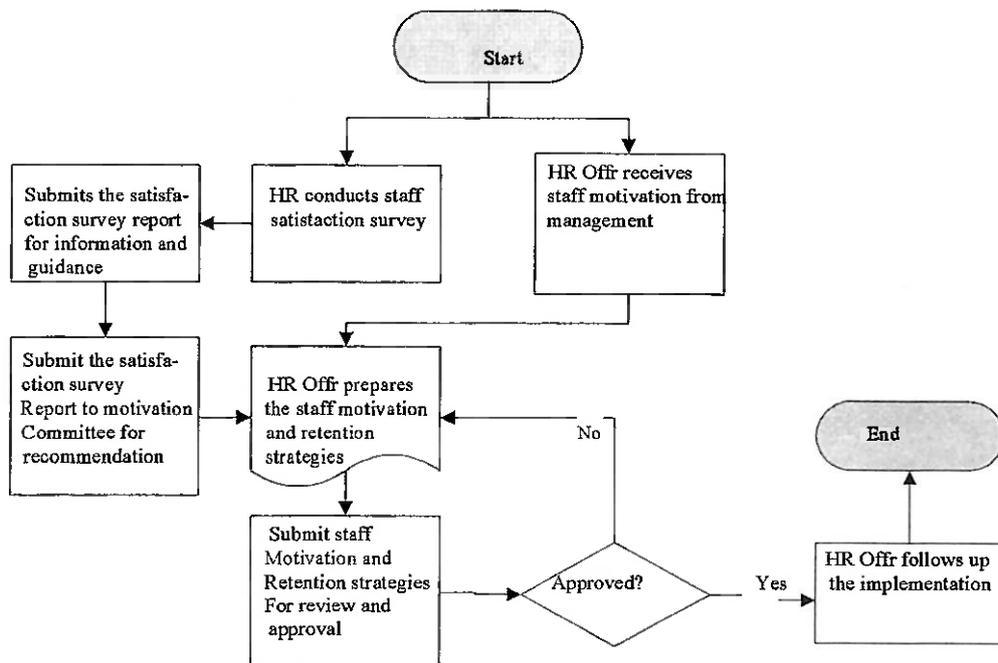
1.2.5. Staff Evaluation Process

Staff performance appraisal process involves preparing performance contracts as well as conducting evaluation for employees.

Inputs

Input1: Job description

Input2: Performance contract

Input3: Performance report

Input4: Previous performance appraisal

Measurable objectives:

Key Performance Indicators	Minimum Standards
Existence of performance contract	100% existence of performance contract with clear Expected results.
Existence of performance evaluation Report	100% existing

References

Internal

- Institutional job description
- Performance contract

External

- Relevant law and ministerial orders
- Prime Minister's order establishing procedure of performance appraisal and promotion
- Performance Contract and Performance evaluation format;

Responsibility and authority

- **Director General**
- Approves the report of annual performance evaluation before submitting it to MIFOTRA for consideration
- Evaluate staff under his/her direct supervision

- **Director of Administration**
- Reviews evaluation report and forward it to DG's Office for approval
- Monitors the progress of annual performance evaluation
- Evaluate staff under his/her direct supervision

- **HR Officer**
- Verifies evaluation report and forwards it to the Director of Administration for review
- Supervises the preparation of the annual performance evaluation report
- Collects all performance contract and performance evaluation and file them
- Prepares evaluation report on time as required by the law

Description of process

Probation period evaluation

- A direct supervisor of new recruited staff evaluates them based on provided job description after a period of six months renewable once in case the first probation period was not successful;
- The evaluation results are forwarded to HR Officer for verification and preparation of a confirmation letter and submission to the Director of Administration for review;
- Director of Administration submits the evaluation results and confirmation letter to DG's Office for approval;
- After DG's approval, the evaluation results and confirmation letter are filed in his/her Administrative file by HR officer.

Annual performance evaluation

- At the beginning of every financial year, all employees sign with their respective supervisor the performance contract which will be the basis for end of year evaluation;
- After six months of performance contract signature, the supervisors and the employee discuss the progress made and if necessary review and adjust the performance contract to meet the targeted goal;
- At the end of financial year, the direct supervisor and the employee meet and discuss in an evaluation session and the results are submitted to supervisor for review;

- When the supervisors and the employee agree on the marks, the evaluation results are forwarded to HR Officer for reporting purposes;
- Incase the employee is not satisfied with the marks awarded by his/her supervisor(s), he/she can make an appeal in accordance with the law;
- HR Officer prepares evaluation report and submits it to the Director of Administration for review who then submits it to DG'S office for approval;
- After the approval of evaluation report by DG, the report is submitted to MIFOTRA For consideration;
- HR Officer records and files the evaluation results in the staff administrative files;
- HR Officer prepares performance evaluation bonuses whose process payment is similar with salary payment process;
- After evaluation of 3years, the staff is horizontally promoted based on the Law.

Records:
- Evaluation reports
- Performance evaluation forms

```
                              ┌──────────────┐
                              │    Start     │
                              │ Evaluating staff │
                              └──────┬───────┘
                                     │
  ┌──────────────────────┐       ╱──┴──╲          ┌──────────────────────┐
  │ Probation period     │──────╱ What kind╲──────│ Annual Performance   │
  │ evaluation           │      ╲Of evaluation╱   │ evaluation           │
  └──────────────────────┘       ╲────┬────╱      └──────────────────────┘
                                      │                        │
           ┌──────────────────┐                      ┌──────────────────┐
           │ After six months,│                      │ Staff signs the  │
           │ Evaluate staff   │                      │ performance      │
           │ performance      │                      │ contract         │
           │ against the job  │                      └──────────────────┘
           │ description      │                                │
           └──────────────────┘                      ┌──────────────────┐
                    │                                 │ After six months,│
           ┌──────────────────┐                      │ Discuss with     │
           │ Submit evaluation│                      │ supervise the    │
           │ Results to HR Off│                      │ progress and     │
           │ For verification │                      │ adjust if        │
           └──────────────────┘                      │ necessary        │
                                                      └──────────────────┘
     No            Evaluation  No                     ┌──────────────────┐
  Second           successful?                        │ After a year,    │
  Evaluation                                          │ Evaluate Staff   │
                                                      │ Against the      │
   Yes              Yes                               │ signed Contract  │
                                                      └──────────────────┘
```

| Submit evaluation Results and termination letter for approval | Submit evaluation results and appointment confirmation letter for approval |

Agreed on the marks? — No → Make an appeal in accordance with law

Yes

| Issue the termination letter | File evaluation results and a copy of issued letter in the employee's administrative file | Issue the appointment confirmation letter to new employee |

Forward the results to HR for reporting purpose

| HR Offr Records and Files evaluation results in the employee's administrative file | Submit an approved report to MIFOTRA for consideration |

HR prepares and Pay bonus accordingly

No → 3Years of evaluation

Yes

Based on the Law, Provide to staff an Horizontal promotion

┌──────────────┐
│ Evaluation of staff ends │
└──────────────┘

1.2.6. Staff movement process

The staff movement process consists of the management of staff attendance, permissions, leaves, replacement, mission and transfer.

Inputs

Input1: Information System for attendance management

Input2: Permission and leave request forms

Input3: Travel clearance

Measurable objectives

Key Performance Indicators	Minimum Standards
Existence of staff attendance report	100% existing
Existence of approved leave and permission Forms	100% existing Leave and permission forms Duly filled and signed
Existence of travel clearance	100% existing and duly filled and signed

References

Internal

- Management guidelines

External

- Law on General statutes for Rwanda Public service
- Other relevant laws

Responsibility and Authority

- **Director General**
- Approves staff movement guidelines
- Approves Leaves for directors reporting directly to him
- Approves requests for travel clearance for staff under his direct supervision within the country;
- Approves and submits travel clearance to the line Ministry for mission outside the country;
- Approves staff transfers

- **Director of Administration**
- Reviews and submits staff movement guidelines to DG's Office
- Approves requests for travel clearance within the country
- Approves leaves for staff under his supervision

- **HR Officer**
- Approves leaves for all staff
- Reviews and submits staff movement guidelines to the Director of Administration
- Approves the attendance reports and forwards them to Departments/Units for action

- Prepares the attendance reports and the letter of transfer
- Verifies and records the leaves,
- Records and reference all official mission

Description of process

- The HR Offr prepares the guide lines for the staff movement and forwards them to The Director of Administration for review and submission to DG's office for approval;
- The HR Officer produces attendance report on weekly basis and submits it to Departments/Units for action;
- The HR Officer records short-time/one day permission after their authorization by immediate supervisors;
- The HR Officer prepares annual leave plan in collaboration with concerned Departments/Units;
- The HR Officer receives and records approved annual leave/study leave requests;
- After receiving request for mission, the HR Officer prepares the needed documents for travel clearance and submit them to the Director of Administration for review and submission to DG's Office for approval/transmission to the Line Ministry;
- In case of employee transfer, the HR Officer prepares a letter of transfer and forwards it to Director of Administration for review and submission to DG's office for approval;
- After the DG's approval, the letter of transfer is given to the concerned staff Copied to his new supervisor.

Records

- Attendance report
- Permission and leave reports
- Travel clearance
- Mission report

Flowchart:
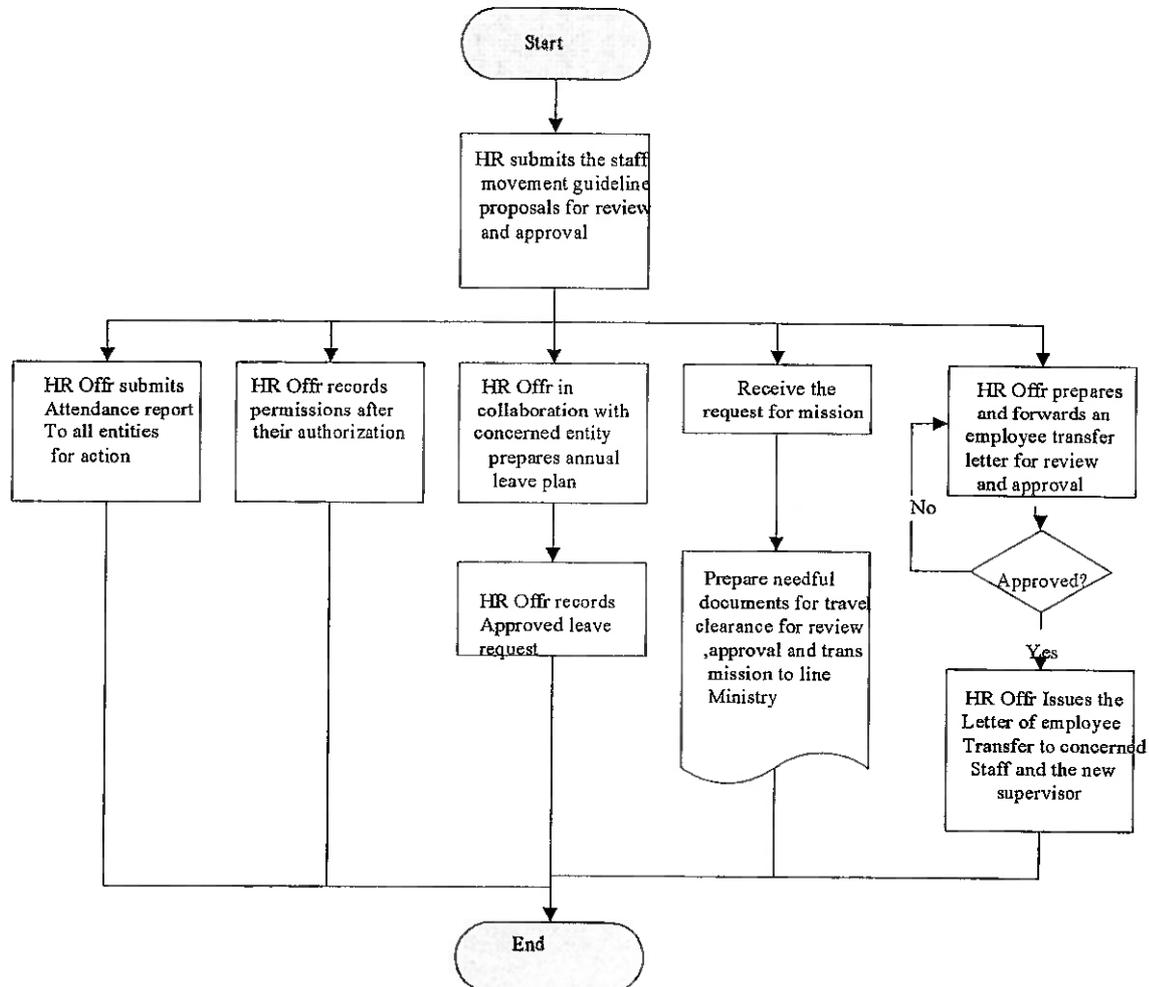
1.2.7. Employment termination process

Employment termination process involves leave of absence for no specific period, resignation, dismissal, restructuring, retirement, invalidity and death.

Inputs

Input1 : Request for employment termination

Input2: MIFOTRA instructions

Input3: Death certificate

Measurable objectives

Key Performance Indicators	Minimum Standards
Response to the request of employment Termination	100% Compliance with employment Termination procedures
Final terminal benefits	100% Compliance with employment Termination procedures
Exit interview report	100% Compliance with procedures Governing exit interview

Reference

Internal
- Management guidelines
- Internal rules and Regulations

External
- Law on General statutes for Rwanda Public service
- Other relevant laws

Responsibility and Authority

- **Director General**
- Approves management guidelines related to employment termination
- Approves response letter and all other letters related to termination
- Approves benefits payment related to employment termination

- **Director of Administration**
- Reviews and proposes guidelines and submits it to DG for approval,
- Reviews response letter and all other letters related to employment termination and forward to DG for approval
- Reviews benefits payment related to employment termination and forwards them to DG for approval

- **HR Officer**
- Verifies and proposes guidelines and forwards them to Director of Administration for review,
- Reviews response letter and all other letter related to termination forwards them to Director of Administration for review
- Verifies calculation of benefits related to employment termination forwards them to Division Manager for review
- Verifies request for payment related to employment termination forwards them to Director of Administration for review
- Prepares guidelines proposal,
- Prepares response letter and all other letter related to termination

- Prepares payment related to employment termination
- Prepares request for payment
- Deactivate employees whose employment is to be terminated

Description of process

- HR Officer receives employment termination request and conducts an exit interview with the employee requesting employment termination;
- HR Officer prepares a response letter basing on the Law and forwards it along with exit interview report to the Director of Administration for review and submission to DG's Office for approval;
- After DG's approval, the response is given to the concerned staff and a copy to HR Offr for calculation of terminal benefit and deactivation in the payroll system;
- HR Officer prepares terminal benefits based on the Law as well as staff clearance exit form, and forwards them to the Director of Administration for review and submission to Finance and Contributions Department for payment;
- In case of dismissal due to misconduct, the disciplinary committee handles the case in accordance with the Public Law establishing the General Statutes for Public service,
  Law regulating Labor in Rwanda as well as internal rules and regulation governing MMI;
- The secretary of disciplinary committee prepares a report and related letters and forwards them to the Director of Administration for submission to DG's Office for consideration/approval;
- After DG's approval, the response is given to the concerned staff and a copy to HR Officer Unit for calculation of terminal benefit and deactivation in the payroll system;
- HR Officer prepares terminal benefits based on the Law as well as staff clearance exit form, and forwards them to the Director of Administration for review and submission to Finance and Contributions Department for payment;
- In case of employee's death and after receiving the death certificate, the HR Officer deactivates the deceased employee and prepares funeral allowance, terminal benefits based on the law and MMI
- policy on Motivation and Retention forwards them to the Director of Administration for review and submission to Finance Department for payment.

Record

- Employment termination letters
- Terminal benefits reports
- Disciplinary Committee reports

Flow chart

```
                                    ┌─────────────────┐
                                    │ Start Termination│
                                    │     Process      │
                                    └─────────────────┘
                                             │
                                             ▼
┌──────────────────┐        ◇───────────◇   No   ◇──────────◇   Yes   ┌──────────────────┐
│ HR Offr receives │  Yes   │ Employees │◄─────── │ Dismissal?│───────►│ Disciplinary com-│
│ the employee's   │◄────── │   death   │         ◇──────────◇        │ mittee handles   │
│ death certificate│        ◇───────────◇                              │ the case         │
└──────────────────┘             │                                     │ accordingly      │
        │                        No                                    └──────────────────┘
        ▼                        ▼                                              │
┌──────────────────┐      ┌──────────────┐    ┌──────────────┐                  │
│ Deactivates the  │      │ HR Off       │    │ HR Receives  │                  │
│ deceased employee│      │ Conducts An  │───►│ an employment│                  │
│                  │      │ exit interview│   │ termination  │                  │
└──────────────────┘      │ with concerned│   │ request      │                  │
        │                 │ employee     │    └──────────────┘                  │
        ▼                 └──────────────┘                                      ▼
┌──────────────────┐      ┌──────────────┐                            ┌──────────────────┐
│ Prepares funeral │      │ Submit the   │                            │ Forwards the case│
│ Allowance and    │      │ response     │                            │ port and related │
│ ter-minal        │      │ letter and   │                            │ letter for       │
│ benefits         │      │ exit interview│                           │ consideration/   │
└──────────────────┘      │ report for   │                            │ approval         │
        │                 │ review and   │                            └──────────────────┘
        │                 │ approval     │         ◇──────────◇                │
        │                 └──────────────┘   No    │ Approved?│   No            │
        │                        │◄────────────────◇──────────◇────────────────┘
        │                                           │
        │                                          Yes
        │                                           ▼
        │        ┌──────────────┐    ┌──────────────┐    ┌──────────────┐
        │        │ HR Offr      │    │ HR Offr      │    │ employee in  │
        │        │ calculates   │    │ deactivate   │    │ the payrolls │
        │        │ Issue the    │    │ the terminal │    │ sytem        │
        │        │ response     │    │ benefits     │    │              │
        │        │ letter       │    │              │    └──────────────┘
        │        └──────────────┘    └──────────────┘
        │                       │
        └───────────────────────┤
                                ▼
                        ┌──────────────────┐
                        │ Forward the      │
                        │ terminal Benefits│
                        │ and other        │
                        │ allowance to     │
                        │ finance and      │
                        │ contributions    │
                        │ departments for  │
                        │ payment          │
                        └──────────────────┘
                                │
                                ▼
                        ┌─────────────────┐
                        │   Termination   │
                        └─────────────────┘
```

1.3. Asset Management/ Logistic process

Asset management is a systematic process of receiving, codifying, deploying, operating, maintaining, and disposing of assets cost-effectively.

Inputs

Input1 : Delivery notes

Input2: Delivered assets

Measurable objectives

Key Performance Indicators	Minimum Standards
Assets kept in good condition and insured	Existence of proper facilities to keep all assets
Properly filled asset register	100% complete asset register
Inventory report	Complete annual inventory report
Distribution of requested assets	Completely distributed to end users
Asset valuation report	Comprehensive
Disposal of assets	Auction done in compliance with the law

References:

Internal

* Asset management policy

External

* Relevant laws
* International accounting standards
* International financial standard

Responsibility and authorities

- **Director General**
* Approves Asset management policy
* Approves valuation report of list of asset to be disposed
* Approves valuation/reception committee;
* Requests authorization for public auction

- **Director of Administration**
* Reviews Asset management policy;
* Reviews and approves inventory report,
* Reviews and approves assets register
* Reviews valuation report of list of asset to be disposed and submits it to DG

- Approves allocation of assets
- Approves movements of vehicles.

- Tender committee
- Plans and implements public auction
- Prepares and submit Public Auction report

- Valuation committee
- Conducts valuation of assets to be disposed
- Prepares a report and submits it to the Director of Administration

- Reception committee
- Receive and verify items/assets purchased from contracted supplier

- Logistics Officer
- Prepares asset management policy
- Receives, codifies and records assets in the system
- Prepares request for hiring company for assets maintenance
- Prepares physical and theoretical inventory reports
- Prepares a list of assets to be disposed off
- Prepares assets register
- Prepares request for hiring insurance company

- Description of process
- The Logistics Officer receives assets from the Reception committee, records them into the system and assigns code number to each Fixed Asset;
- The Logistics Officer prepares request for insurance of recorded assets;
- The Logistics Officer allocates requested assets to the end user and keeps the records of the distributed assets;
- For maintenance purposes, The Logistics Officer prepares request for hiring a company for assets maintenance and forward it to the Director of Administration for review and submission to the procurement unit for tender process;
- At the end of each quarter/year, the Logistics Officer conducts physical assets inventory in collaboration with accountant and other appointed two staff by the Director of Administration. The Internal Auditor is included in the appointed team but is only assisting the exercise of counting together with the logistic officer. The team prepares the minutes/ report and then submit it to the Director of Administration for review and consideration. The Finance Unit receives a copy for financial statements purposes;

- Incase the assets are no longer useful or depreciated, the Logistics Officer prepares a list of all assets to be disposed off and submit it to the Director of Administration for review and submission to DG's Office for approval;
- After DG's approval, the list of all assets to be disposed off is forwarded to the Director of Administration who submits it to the valuation committee for proposing the price;
- The valuation committee prepares and submit valuation report to the Director of Administration for review and submission to DG's Office for approval;
- After DG's approval, the Logistics Officer prepares letters addressed to MINIFRA requesting for non objection to dispose off the assets;
- After the approval of MINIFRA, Logistics Officer prepares the announcement as well as the time table for public auction and submits it to Director of Administration review and submission to DG's Office for approval;
- After DG's approval, the announcements, the approved lists of assets to be disposed off as well as the time table for public auction are forwarded the Director of Administration for implementation;
- The Director of Administration submits the announcements to Public Relation and Communication officer for publication and the approved lists to the Tender Committee for implementation;
- After assets are disposed off, the Tender Committee submits the report to Director of Administration for Review and submission to DG for consideration;
- Disposed assets are removed from MMI's properties by Logistics Officer.

Records:
- Inventory report
- Valuation report
- Public auction Reports and related correspondences

Flowchart:

```
                                                    Start
                                               The Management
                                                    Asset
                                                      |
                                                      v
                                            New Asset? ──Yes──> L/Offr receives
                                                  |                  assets
                                                 No                    |
                                                  v                    v
        No    Maintenance  No    Assets                          Records assets
       ┌──────  Purpose ◄────── inventory?                            |
       │           |              |                                   v
       │          Yes            Yes                            Long           No
       v           |              |                            term asset? ─────┐
  L/Offr submits a  L/Offr prepares   At the end of year,           |           │
  List of assets to be  TOR to hire a  L/Offr in collabo-          Yes          │
  disposed, for revi-   maintenance    ration with Fina-            |           │
  ew and approval       service provider  nce conducts physi-      v            │
       |                    |           cal assets inventory   Assign code to   │
       │                    v              |                   long term assets │
       │              Submits the TOR      v                       |            v
       │              For review, approval  Submit physical        v       Distributes
   Approved?          And tender process   Inventory report   Prepare request  requested assets
       |                    |              for review and    for insurance       |
      Yes       No          v              consideration          │              v
       v     ┌── Approved?                                         │         Keeps the records
  The Valuation │    |                                             │         of the distributed
  Committee submit Submits approved  Yes                           │         assets maintenance
  Valuation report list to valuation  v                            │
  For approval     committee for   Follow up the                   │
       |           further action   service provision              │
       │              |                  |                         │
       │              v             Prepare the mainte-            │
   No  Approved?                    nance service pro              │
   ┌──    |                         Vision report for              │
   │     Yes                        consideration ─────────────────┘
   │      v
   │  MMI Board asks
   │  For non objection
   │  From MINIFRA
   │      |
   │      v                        Prepare a list of
  No  Non Objection ──Yes──>       Assets to be dis-
   │  granted?                      posed and the and
   │      |                        The public auction
   │     No                        time table fr approval
   │  Announce the                      |            No
   │  Public auction                    v         ┌────
   │      |            Yes          Approved? ────┘
  The tender ◄─────────┴───
  Committee follows                 
  Up the public   Forward a list of
  auction         assets to be disposed
       │          and the public auction
       │          time table, for
       │          implementation
       │              |
       │          Prepare the public
       │          Auction impleme-
       │          ntation report for
       │          consideration
       │              |
       └──>       L/Offr supervises    ──────>    The assets
                  The removal of                  management
                  Disposed assets                 end
                  From the MMI's
                  properties
```

- **Process for Asset/item allocation from the stock**

All withdrawn asset/item from stock must be registered in a requisition form/book by a Service requesting the asset/item and approved by his direct superior.

The director of Administration authorizes the request and the in charge of stock issues the asset/item according to the availability of quantity. The beneficiary of asset together with the in charge of stock sign on requisition form/book and then receives the items.

1.4. Library Management process

The Library Management Process involves acquiring books, Magazines, News papers, Official Gazettes and facilitating access to the Library.

Inputs:

Input1 : Requirements for staff capacity building

Input2: Acquired books, magazine and newspapers, Official Gazettes

Measurable objectives

Key performance indicators	Minimum standards
Acquire and plan efficient use of Library space (reading and shelves space)	Adequate space for reading and books, News papers, magazines and journals
Acquisition of library equipment	Adequate and appropriate equipment
Cataloguing	100% compliance to DDC
Indexation	100% compliance to ISDB
Classification	100% compliance to DDC

Reference:

Internal

- Library management policy;

External

- International regulation on Library management

Responsibility and authorities

- **Director General**
- Approves Library management Policy;
- Approves lists of books and Magazine, Newspapers and Official Gazettes to be acquired

- **Director of Administration**
- Reviews lists of books and Magazine, News papers and Official Gazettes to be acquired
- Reviews the Library management Policy

- **Librarian**
- Prepares the Library management Policy
- Prepares the lists of books and Magazine, News papers and Official Gazettes to be acquired
- Overall responsible for coordinating the library activities
- Receives and verify the library material
- Records and catalogues new books, newspapers, magazines and journals
- Manages the loan library system
- Guides library users

Description of process
- Based on institution and staff needs, the Librarian prepares a list and forwards it to Director of Administration for review and submission to the DG's Office for approval;
- After DG's approval, the Librarian prepares a request for procuring the needed documentation and forwards it to Director of Administration for review and submission to the Procurement Unit for tendering process;
- The Librarian receives the procured documentation, stamps and records them in the system;
- The Librarian classifies the acquired documentation in the shelves as per DDC system;
- Receives users and issues library materials as per the loan policy if needed.

Records
- Kardex
- Catalogue books
- Borrowed books records

Flowchart

```
                        ┌──────────────┐
                        │    Start     │
                        └──────────────┘
                               │
                               ▼
                    ┌────────────────────┐
                    │ Librarian Submits  │
                    │ A list of needed   │◄────┐
                    │ Documentation for  │     │
                    │ Review and         │     │
                    │ approval           │     │
                    └────────────────────┘     │
                               │               │
                               ▼          No   │
   ┌────────────────┐      ◇─────────┐─────────┘
   │ Prepares a TOR │◄Yes──│Approved?│
   │ For tender     │      └─────────┘
   │ process Of the │
   │ needed         │
   │ documentation  │
   └────────────────┘
           │
           ▼
   ┌──────────────┐  ┌──────────────────┐  ┌──────────────┐
   │ Librarian    │  │ Librarian        │  │ Issue the    │
   │ receives     │─►│ classifies the   │─►│ library      │
   │ And records  │  │ acquired         │  │ material as  │
   │ the procured │  │ documentation    │  │ per the loan │
   │ documentation│  │ into shelves     │  │ policy       │
   └──────────────┘  └──────────────────┘  └──────────────┘
                               │
                               ▼
                        ┌──────────────┐
                        │     End      │
                        └──────────────┘
```
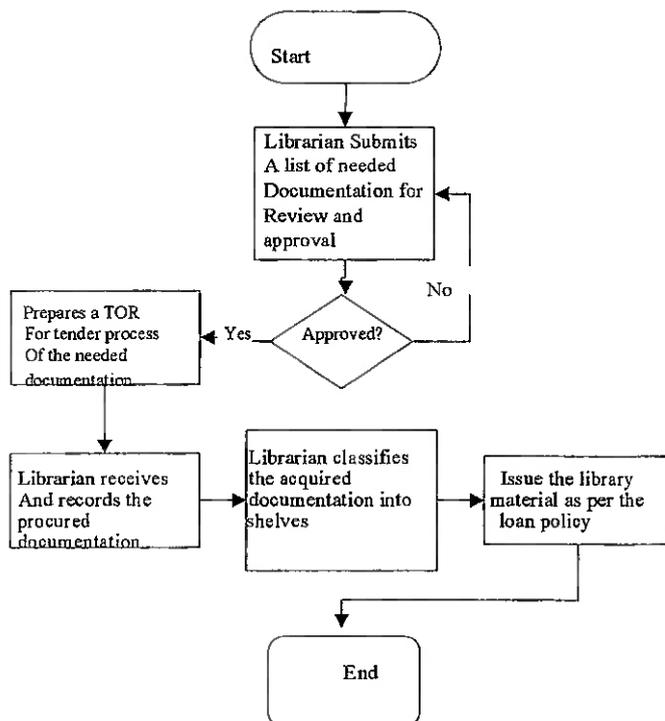
1.5. Archive Management Process

This process describes the steps involved in managing archives including filing, availing files to different users as well as discarding obsolete documents.

Inputs:

Input1: Archive equipment both manual and electronic

Input2: Document to be filed

Measurable objectives

Key performance indicators	Minimum standards
Archive equipment both manual and electronic	Adequate and appropriate equipment (bulk filer), archive system
Filed documents	100% of all received documents filed Adequately
Accessibility to archives for users and labeled Shelves	100% accessible to end users
Discard stored archives as per retention period	100% compliance to the relevant laws
Annual stock taking	Convenient stock taking done

Reference:

Internal

- Archive Policy

External

- Relevant Rwandan laws and statutes

Responsibility and Authority

- **Director General**
- Approves documents to be discarded/removed
- Approves Archive Policy

- **Director of Administration**
- Reviews documents to be discarded
- Reviews Archive Policy

- **Archivist**
- Prepares documents to be discarded
- Prepares Archive Policy
- Overall responsible for coordinating the archive activities: creation, distribution, use, maintenance, storage and disposal
- Manages the raw material of history for the benefit of society as a whole
- Manage records well for the benefit of the institution
- Design and Implement the record-keeping systems
- Manages the loan archives sytem
- Exploit the information held in records efficiently
- Prepares archive reports

Description of Process

- The Archivist acquires and plans efficient use of archives pace (bulk filer space);
- The Archivist acquires archive equipment both manual and electronic as per space and need;
- Sets up the archive filing plan both manual and electronic;
- Receives, verifies and preserves documents as per the filing system;
- Makes archives available for users;
- Discards stored archives as per retention period in accordance with the law;
- Makes manual stock taking.

Records

- All documents in archive

Flowchart:

```
                              ┌──────────────┐
                              │    Start      │
                              │  Archiving    │
                              └──────┬───────┘
                                     │
  ┌──────────────┐          ┌────────▼────────┐
  │ Archivist    │          │ Archivist       │
  │ acquires     │◄─────────│ acquires the    │
  │ the archive  │          │ archive space   │
  │ equipment    │          │ (bulk file space)│
  └──────┬───────┘          └────────┬────────┘
         │                           │
  ┌──────▼───────┐          ┌────────▼────────┐
  │ The archive  │◄─────────│ Plans efficient │
  │ filing plan  │          │ use of acquired │
  │              │          │ archive space   │
  └──────┬───────┘          └─────────────────┘
         │                                           No
  ┌──────▼────────┐      ◇              ┌──────────────┐      ◇
  │ Receives,     │   Is there          │ Makes archives│   Within Archive
  │ verifies And  │──►any Archives──Yes─►│ Available for │──►retention Period?
  │ preserves     │   request?          │ users         │
  │ Documents     │      ◇              └──────────────┘      ◇
  └───────────────┘      │                                     │
         ▲            No │                                     │
         └───────────────┘                                     │
                                                               ▼
  ┌──────────────┐   ┌──────────────┐         ┌──────────────────┐
  │   Archive    │◄──│ Produce a    │◄────────│ Discards stored  │
  │ Management   │   │ stock taking │         │ archive as per-  │
  │    Ends      │   │ report       │         │ retention period │
  └──────────────┘   └──────────────┘         │ law              │
                                              └──────────────────┘
```

1.6. Incoming correspondence Management Process

This process involves receiving, referencing, recording and orienting the incoming correspondences.

Inputs:
Input1: Incoming Mails

Measurable Objectives

Key Performance Indicators	MMI Minimum Standards
Incoming mails received and well kept	No loss and misplacement
Delivery of incoming mails	Delivery within same day of receipt
Accurate recording of mail	100% accurate

References:
Internal
- Incoming Correspondence Policy

External

- Secrecy and Confidential act

Responsibility and Authority

- **Director General**
- Orients received mails to concerned staff

- **Admin Assistant DG'S office**
- Organizes the dispatch of incoming mails to various offices based on DG's comments

- **Head of Central Secretariat**
- Overall responsible for the management of incoming correspondences
- Receives and records incoming mails and forwards them to head of Central Secretariat

Description of Process

- The Central Secretariat receives mails, records them in the mail system and the book, references, stamps;
- The central secretariat reviews the incoming mails and forward them to DG's Office For orientation;
- After DG's comments, his/her administrative assistant bring them to Central Secretariat and dispatches them to the concerned Departments/Units who sign for reception;
- The Central Secretariat returns the delivery books to confirm delivery of the mail.
- In case of private mails, the central secretariat dispatches them accordingly.

Records

- Mail System Record
- Delivery Book

Flow chart:

```
                        ┌──────────┐
                        │  Start   │
                        └────┬─────┘
                             │
                             ▼
               ┌──────────────┐    ┌──────────────┐    ┌──────────────┐
               │ Central      │    │ Records      │    │ Puts         │
               │ Secretariat  │───▶│ incoming     │───▶│ incoming     │
               │ Receives     │    │ mails        │    │ mails        │
               │ incoming     │    │              │    │ references   │
               │ mails        │    └──────────────┘    └──────┬───────┘
               └──────────────┘                               │
                                                              ▼
┌──────────────┐    ┌──────────────┐    ┌──────────────┐    ┌──────────────┐
│ Forwards     │    │ Central      │    │ Forwards     │    │ Stamps       │
│ reviewed     │    │ secretariat  │    │ incoming     │    │ incoming     │
│ Incoming     │◀───│ reviews      │◀───│ mails for    │◀───│ mails        │
│ mails to     │    │ incoming     │    │ further      │    │              │
│ DG's Office  │    │ mails        │    │ orientation  │    └──────────────┘
│ for          │    └──────────────┘    └──────────────┘
│ information, │
│ comments and │
│ further      │
│ orientation  │
└──────┬───────┘
       │
       ▼
   ◇─────────◇        ┌──────────────┐
  ╱  Private  ╲  No   │ DG's office  │
 ╱  incoming   ╲─────▶│ dispatches   │
 ╲  mails      ╱      │ the incoming │
  ╲           ╱       │ mails to     │
   ◇─────────◇        │ concerned    │
       │              │ entities     │
      Yes             └──────┬───────┘
       │                     │
       ▼                     ▼
┌──────────────┐    ┌──────────────┐
│ Central      │    │ Concerned    │
│ Secretariat  │    │ entity signs │
│ Dispatches   │───▶│ the reception│
│ the Incoming │    │ of the       │
│ mails        │    │ incoming     │
│ accordingly  │    │ mails to     │
└──────────────┘    │ confirm the  │
                    │ delivery     │
                    └──────┬───────┘
                           │
                           ▼
                     ┌──────────┐
                     │  Start   │
                     └──────────┘
```

1.7. Outgoing correspondence Management Process

This process involves recording, referencing and the distribution of outgoing mails.

Inputs

Input1 : Outgoing mails

Measurable Objectives

Key Performance Indicators	MMI Minimum Standards
Outgoing mails are well distributed	No loss and misplacement
Delivery of outgoing mails	Delivery done in one day
Accurate recording of mail	100% accurate

References

Internal

- Outgoing Mail and Filing Policy

External

- Secrecy and Confidential act

Responsibility and Authority

- Director General.

- Signs and approves all outgoing mails
- Reviews and approves all outgoing mail related to Benefits
- Reviews and approves all outgoing mail related to Funds Management
- Reviews and approves all outgoing mails in which he/she has delegated powers

- Director of Administration

- Reviews and approves all outgoing mails in which he has delegated powers

- Head of Central Secretariat

- Coordinates the dispatch of outgoing mails
- Coordinates filing and recording of outgoing mails
- Deliver outgoing mails as assigned

Description of Process

- The Central Secretariat receives, references, records, stamps and dispatches outgoing mails;
- The Central Secretariat delivers the assigned mails and bring back acknowledgement of receipt;
- The Central Secretariat files copies of outgoing mails along with acknowledgement of receipt.

Records:

- Mail System Records
- Delivery Book
- Filed copies of outgoing mails

Flowchart:

```
                              ┌──────────┐
                              │  Start   │
                              └────┬─────┘
                                   │
                                   ▼
┌──────────────┐   ┌──────────────┐   ┌──────────────────┐
│Puts incoming │◄──│Records outgoing│◄─│Central Secretariat│
│Mails references│  │    mails     │   │receives outgoing │
└──────┬───────┘   └──────────────┘   │     mails        │
       │                              └──────────────────┘
       ▼
┌──────────────┐   ┌──────────────┐   ┌──────────────────┐   ┌──────────────────┐
│Stamps outgoing│──►│  Dispatches │──►│Central Secretariat│──►│Central Secretariat│
│    Mails      │   │outgoing mails│   │delivers outgoing │   │brings back       │
└──────────────┘   └──────┬───────┘   │     mails        │   │acknowledgment    │
                          │           └──────────────────┘   │outgoing mails    │
                          │                                   │delivery          │
                          │           ┌──────────────────┐   └────────┬─────────┘
                          └──────────►│Central secretariat│◄──────────┘
                                      │Files copies of    │
                                      │Outgoing mails and │
                                      │acknowledgment     │
                                      │of delivery        │
                                      └────────┬──────────┘
                                               ▼
                                      ┌──────────┐
                                      │   End    │
                                      └──────────┘
```

2. PUBLIC RELATIONS AND COMMUNICATION PROCESSES

Public Relations and Communication Officer entails Customer care process, promotional &educational material acquisition process, website content management process, event management process, corporate social responsibility   process, sensitization process and announcement process.

2.1. Customer care process

This process involves receiving and addressing   customer queries and Customer request monitoring process.

Input1: Customer requests/queries
Measurable objectives

Key Performance Indicators	Minimum Standards
Customer satisfaction survey report	Timely and comprehensive
Respond to customer requests	Requests responded to within three days
	Complaints recorded in MMI complaints book reported immediately

References
Internal
- MMI service delivery/Service charter
- Procedure manual

- Communication policy& Strategy
- Questionnaire on customer perception on service received
- Internal guidelines, announcements &memos

External
- Relevant law
- ISO service standards
- RDB service delivery standards/guidelines

Responsibility and authority
- **Director General**
- Receives and orients requests to concerned departments/Unit
- Approves proposed responses
- Sign contracts between MMI and consultants/Partners

- **Public Relations and Communication Officer**
- Receives and analyses customer requests and provides advice
- Prepares reports on customer satisfaction survey conducted and forwards it to management for approval
- Receives, analyses and provides responses to clients' requests
- Collects, analyzes and compile are port on customer feed backs

Description of process
Individual/company account status/identification numbers
- Public Relations and communication officer receives requests for registration/identification/affiliation number and issues them out accordingly;
- Public Relations officer receives requests and issues-out printed account status;
- Public Relations officer updates individual accounts whenever necessary;
- Public Relations officer responds to online/phone call requests;
- Public Relations officer reports to Director General on customer care activities.

Medical claims
- Public Relations officer receives and provides responses on medical claims or orients it accordingly;
- Public Relations officer follows-up requests on medical claims and ensures the responses on time.

Conducting customer satisfaction studies
- In case customer satisfaction survey is conducted internally.
- Public Customer care officer drafts research proposal and forwards it to the Director General for approval;

- Once the research proposal is approved, PRO/the customer care officer distributes the questionnaire regarding customer perception after service to all MMI staff;
- Public Relations officer collects, analyzes and compiles a report on customer perception on MMI received services and submits the report to DG for review and discussion;
- After the review, the Director General presents the findings to the management for inputs and later disseminates the findings to all staff and stake holders;
- The Public Relations Officer files report of the findings.

In case the customer satisfaction survey is conducted by external consultant

- The PRO/customer care officer develops terms of references to be based on while conducting customer satisfaction survey and forwards them to the Director General for review and approval;
- The Director General reviews the terms of references and requests the management for approval;
- The Director General forwards the approved request accompanied with the supporting documents to the Procurement officer for tender process;
- The Public Relations participates in tender openings and evaluation and follow-up the tender award as well monitoring the implementation of the contract;
  The Director General presents the findings to the Senior Management
- Public Relations Officer posts and disseminates the findings to MMI staff and other stakeholders
- Public Relations Officer files the report.

Records

- Customer satisfaction survey reports;
- Approved proposal;
- Customer perception reports on MMI service delivery;
- Files on responses to customer requests;

Flowchart:

```
                End
                 |
                 v
      ┌───────────────────────┐                    ┌──────────────────┐                                      ┌──────────────────────┐
      │ Management accepts     │                    │ Submit terms of  │       ◇ Is the          Yes →        │ Forwards the         │
      │ Conducting customer    │                    │ reference to     │ →   ◇ TOR approved ◇ ─────→          │ approved TOR to      │
      │ Satisfaction survey    │                    │ managers for     │       ◇                              │ the Corporate services│
      └───────────────────────┘                    │ approval         │                                     │ Division for tender  │
                 |                                  └──────────────────┘                                     │ process              │
                 v                                         ^                                                 └──────────────────────┘
         ◇ Is it conducted ◇                        ┌──────────────────┐              No                                |
         ◇ internally?     ◇ ─────→                 │ develop terms of │ ←──────────────────                            v
                 |                                   │ references to be │                                     ┌──────────────────────┐
                 |                                   │ Based on while   │                                     │ follow-up the tender │
                 |                                   │ conducting the   │                                     │ award as well as     │
                 |                                   │ survey           │                                     │ monitoring the       │
                 |                                   └──────────────────┘                                     │ implementation of    │
                Yes                                                                                           │ the contract         │
                 v                                                                                            └──────────────────────┘
      ┌───────────────────┐   ┌──────────────────┐      ◇ Is the     Yes    ┌──────────────┐     ┌──────────────┐          |
      │ Draft customer    │ → │ Submit the       │ →  ◇ proposal   ─────→   │ Distribute   │ →   │ collect,     │ ←────────┘
      │ satisfaction      │   │ research proposal│    ◇ approved            │ the          │     │ analyze data │
      │ research proposal │   │ to DG for        │                         │ questionnaire│     │ and compile  │
      └───────────────────┘   │ approval         │                         └──────────────┘     │ a report     │
              ^               └──────────────────┘        |                                      └──────────────┘
              │                           No              v                                             |
              └─────────────────────────────────  ┌──────────────────┐     ┌──────────────────┐        v
                                                   │ Post and         │ ←   │ Present the      │
                                                   │ disseminate the  │     │ findings to the  │
                                                   │ Findings to MMI  │     │ Senior Management│
                                                   │ staff And other  │     │ Team for inputs; │
                                                   │ stakeholders     │     └──────────────────┘
                                                   │ Files the report │
                                                   └──────────────────┘
                                                            |
                                                            v
                                                          End
```

2.2. Promotional &educational material acquisition process

The process entails the processing and acquisition of promotional and educational materials.

Input1: Management requests to create awareness

Measurable objectives

Key Performance Indicators	Minimum Standards
Promotional materials	Timely delivered and of good quality

References
Internal
- Strategic/Action plan
- Procurement plan
- Communication policy
- Communication strategy

External
- ISO service standards

Responsibility and authority
- **Director General**
- Approves requests to procure promotional materials
- Signs contract between MMI and the client

- **PR Officer**
- Prepares the list of required promotional materials and their specifications and process the proposal for the purchase of those promotional materials
- Identifies required promotional materials and prepares related specifications
- Participates in tendering process to acquire the materials
- Distributes promotional materials to all stakeholders

Description of process
- The Public relations officer identifies the need for awareness and its related promotional material;
- The Public relations officer prepares appropriate specifications and submits the proposal to DG for review and approval;
- Once approved, the proposal is forwarded to the Procurement Officer for tender processing;
- The Public relations officer participates in tender opening and evaluation and follows- up the implementation of the contract;
- The Public relations officer receives and distributes promotional materials to MMI staff and other stakeholders;
- The Public relations officer prepares and submits the reports to the immediate supervisor.

Records
- Reports on promotional materials
- Contract

Flowchart
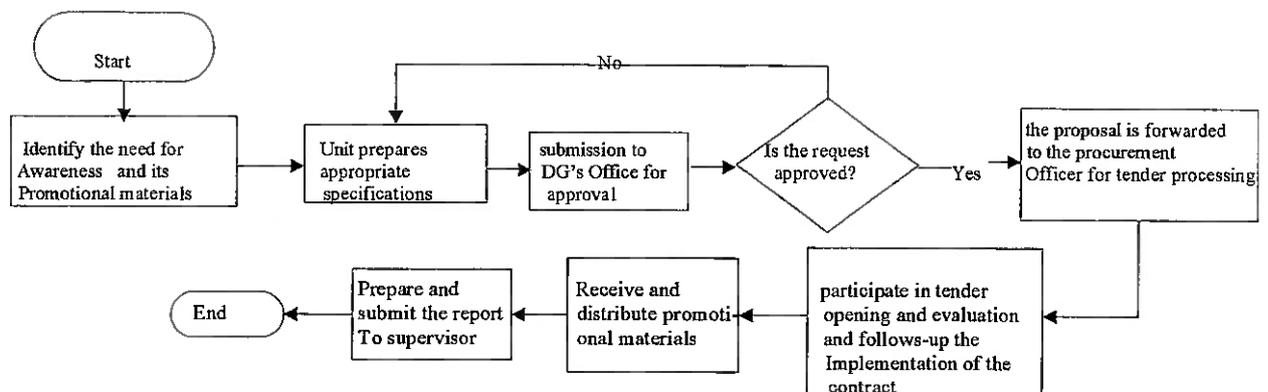
2.3. Website management process

This process exclusively applies to the management of MMI's website which includes
Uploading and updating.

Inputs

Input1 –Management reports and institutional policies

Input2 –Photo galleries, articles

Input3 –Tender publications and other announcements

Measurable objective

Key Performance Indicators	Minimum Standards
Posted information and report	Report and all other relevant information Timely posted
Updated website	Timely and comprehensive

References

Internal

- Communication policy
- Time table on relevant information

External

- Rwanda Governance Board service delivery guidelines

Responsibility and authority

- **Public Relations Officer**
  - Prepares information and submits the proposal to the Director General for approval to be

posted on the website;
- Monitors and responds to clients' online requests;
- Advises on appropriate changes to be done on MMI website;
- Identifies and gathers key information to be posted;
- Assess other posting needs and advises accordingly;
- Updates the messages on websites

Description of process
- The Public relations officer assesses user needs (policies, reports, events, published articles…….) to be posted on the website
- The Public Relations Officer in consultation with the IT office to upload/update the information on website; Posted reports/articles/photos/magazines and other relevant information posted Management messages

Records
- Posted reports/articles/photos/magazines and other relevant information posted
- Management messages

2.4. Event management process
This process involves planning and management of events involving MMI.

Inputs
Input1: Identified event

Measurable objectives

Key performance indicators	Minimum standards
Occurred events	Events successfully undertaken

References:
Internal
- Strategic/Action plan
- Event calendar
- Procurement plan
- Communication policy

External
- Relevant law
- National Social Security Policy

Responsibility and authority

- **Director General**
  - Approves planned events
  - Approves the event proposal and invites participants/guests
  - Authorizes payments related to the event

- **PR Officer**
  - Prepares event proposals, forwards the proposal to DG for approval
  - Supervises all the activities related to the event preparation and implementation
  - Identifies events to be conducted during the year and prepares the event proposal for approval
  - Prepares invitations to all potential participants, media houses and informs MMI staff
  - Works closely with the service provider to ensure successful event preparation
  - In collaboration with the organizing committee, participates in the event implementation

Description of process

- Public relations officer identifies the national, regional and international events involving MMI;
- Public relations officer prepares event proposals and related budget and forwards them to the Director General for review and approval;
- Once the proposal is approved, the public relations officer draws-up a list of participants to be invited, media houses to cover the event and proposal on the organizing committee and forwards it to the Director General for review and submission;
- After review, the Director General submits the proposal to the procurement Officer for Tender process when necessary;
- The public relations officer Follows-up all involved stakeholders/service providers to ensure successful organization and implementation of the event;
- The PR Officer prepares a press release or press conference when necessary and facilitates interviews between DG/important invitees and journalists/news papers;
- The PR Officer follows-up with the media houses to ensure the event is well covered and published;
- The PR Officer prepares and submits the event report to management for consideration.

Records

- Reports on event preparation and implementation
- Event proposals
- Contract

Flowchart

```
  ┌─────────┐
  │  Start  │
  └─────────┘
       │
       ▼
┌──────────────────────┐     ┌──────────────────┐     ┌──────────────────────┐                    ┌──────────────┐
│ Identify the national,│     │ Develop messages │     │ Public relations     │        NO          │    Does      │
│ regional And          │────▶│ to be posted     │────▶│ officer prepares     │────────────────────│  DG approve? │
│ international events   │     │                  │     │ event proposals      │                    └──────────────┘
│ Involving MMI;        │     │                  │     │ And related budget   │                          │
└──────────────────────┘     └──────────────────┘     └──────────────────────┘                        Yes
```

NO

Does DG approve?

Yes

| Identify the national, regional And international events Involving MMI; | Develop messages to be posted | Public relations officer prepares event proposals And related budget |

| Follow-up all involved stakeholders/service providers | submit the proposal to the Corporate Services for tender process when necessary | Draw-up a list of participants to be invited, media house to cover the event and organizing committee |

| Prepare a press release or press Conference between DG/ Important invitees and journalists | follow-up with the media houses to ensure the event is well covered | Prepare and submit the event report to management for consideration | End |

2.5. Corporate social responsibility process

This process involves the management of both internal and external sponsorship requests.

Inputs:

Input1: Internal sponsorship requests

Input2: External sponsorship requests

Measurable objectives

Key performance indicators	Minimum standard
Sponsorship offered	Compliant with MMI Policy
Sponsorship report	Timely and comprehensive

References

Internal

- Strategic/Action plan
- Corporate social responsibility policy

External

- Relevant laws

Responsibility and authority

- **Director General**
- Approves the sponsorship proposals
- Authorizes payments

- **The Public Relations Officer**
- Prepares sponsorship requests to ensure that MMI benefits from such a sponsorship and forwards the proposal to the Director General for discussion and advice
- Prepares response letters and forwards them to DG for signature
- Initiates the payment process
- Liaise with sponsored institutions for marketing opportunities
- Reviews reports and updates management on sponsorships provided
- Identifies MMI's internal events to be sponsored and prepares proposals for approval
- Prepares and organizes activities to be sponsored by MMI
- In collaboration with other concerned offices and ensures the successful realization of the event;
- PR officer receives the external requests and forwards them to the Director General for review
- Prepares reports on sponsorship provided

- **Description of process**
- The PR Officer identifies internal events/Group or community to be sponsored and prepares proposals to be submitted to DG for review and approval;
- After DG's approval, the PR prepares and organizes activities to be sponsored by MMI and in collaboration with other offices ensures the successful realization of the event;
- For external sponsorship requests, the PR Officer receives sponsorship requests and forward them to the Director General for analysis;
- After DG's approval, the PR officer prepares branding materials, drafts the content to be published in magazines of the sponsored company/association and submit the proposals to the Director General for review and approval;
- PR Officer prepares reports on sponsorship provided.

Records
- Reports on sponsored institutions
- Request and Decision from Director General
- Response letter.

Flowchart
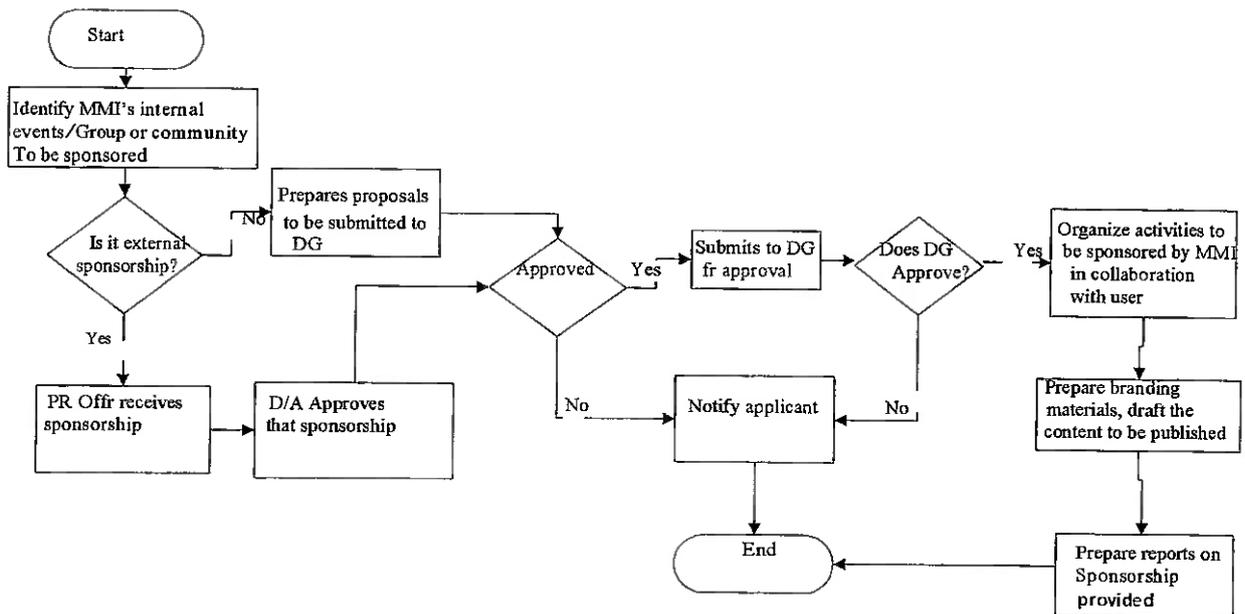
2.6. Sensitization process

This process involves the identification of sensitization needs, organization and conducting of the exercise.

Input:

Input1: Sensitization requests

Input2: Sensitization plan

Measurable objectives

Key performance indicators	Minimum standard
Sensitization report	Timely and complete
Sensitization conducted	Effectively implemented

References
Internal

- Strategic/Action plan
- Communication policy

External
Responsibility and authority

- **Director General**
- Approves sensitization plan and seminar proposals/requests

- **Public Relations Officer**
- Reviews sensitization plans and forwards them to DG for approval
- Reviews sensitization proposals and advises management on related matters
- Depending on the target group, PR Officer reviews the topics and content on the program and assign tasks to the sensitization team
- Reviews reports and updates management on sensitization carried out
- Identifies target groups, receives sensitization requests, develop plans and submit them to the Director General for approval
- Prepares sensitization tools to be used, conducts sensitization campaigns and produces reports

Description of process

- The Public Relations officer identifies target groups to be sensitized;
- The Public Relations officer receives sensitization requests from units or stakeholders, develops contents and plans and submits them to the Director General for review;
- The Public Relations officer prepares sensitization tools to be used, conducts sensitization campaigns and produce reports.

Records

- Reports on sensitizations carried out

2.7. Call center Management Process

This process involves receiving, replying and directing the incoming calls.

Inputs:

Input1: Incoming Calls

Measurable Objectives

Key Performance Indicators	MMI Minimum Standards
Courtesy and friend lines of service	Zero cases of rudeness
Timely response to customers and public calls	Promptness in response
Correct information	100% accurate

References

Internal

- Incoming Correspondence Policy

External

- Secrecy and Confidential act

Responsibility and Authority

- **Public Relations Officer**

•   Overall responsible for call center operations

•   Responsible for managing the call center

- **All Staff**

•   Receives and responds to all calls directed to them.

- **Description of Process**

•   The call center operator receives calls from external customers;

•   The call center operator identifies him/herself, greets customer and request the customer to identify him/herself and present the reason for the call and assistance required;   .

•   The call center operator responds or orients the call to the right person for response and action.

Records

•   Telephone Records

Flowchart
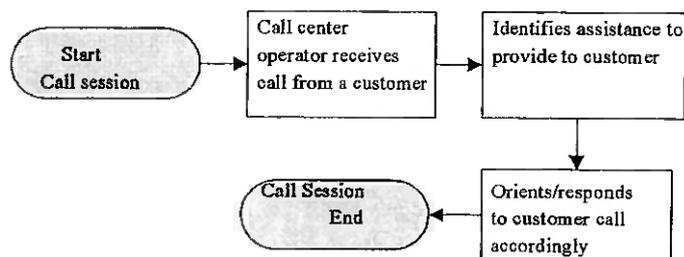
3. PROCUREMENT PROCESS

The procurement process entails the following processes:

3.1. Preparation of Procurement plan process

The procurement planning is a part of the procurement process. It is a process of putting in place a concrete and viable arrangement for the acquisition of identified and agreed works, supplies (goods), related services and consultancy services The process involves collection, assessment and consolidation of user needs. Procurement planning is an annual event.

Inputs:

Input1: Requests for procurement of goods and services

Measurable objectives

Key Performance Indicators	Minimum Standards
All user departments needs identified Procurement plan	100% user departments needs complied and consolidated
Procurement plan respected and implemented	Comprehensive and communicated
Procurement plan updated twice a year	100% compliance to relevant laws
Ensures the approved procurement plan is published; Revises and updates the procurement plan as provided in the law	Procurement plan reviewed &published

Procurement officer

- Receive procurement plan proposals from **user department/Directorate**
- Analyses, consolidates procurement plan proposals and forwards them to the Internal Tender Committee, ITC for review and consideration.

The following are the main responsibilities of procurement officer:

- To prepare procurement planning;
- To prepare bidding documents;
- To publish and distribute tender notice;
- To receive and safe keeping of bids;
- To request competent authorities to approve recommendations for the award of tender;
- To prepare notification of tender award to a successful bidder;
- To monitor contract execution in collaboration with the beneficiary department;
- To provide information and documents to Rwanda Public Procurement Authority;
- Any other responsibility provided by regulations on public procurement (art.15 law no 05/13 of13/02/2013

Description of process of the procuring unit

- Procurement office through Director General, request user departments/directorate to prepare their respective procurement plans.
- The procurement officer, after receiving different proposed procurement plans from user departments, analyses them (estimated value, method to be used, delivery time etc) and consolidates the procurement plan and forwards it to Director General for approval.
- After approval, the Procurement Officer requests the unit IT Unit to publish the procurement plan on MMI website and in newspapers;
- The procurement office in collaboration with RPPA IT department shall publish procurement plan on the official website of the procuring entity, posted on the RPPA

official website (PPS and DG Market), advertised in at least one newspaper of wide circulation, which may be national or international and displayed on the MMI's notice board.

- The revised procurement plan shall also be published on the above mentioned site.
- The Procurement plan shall be transmitted to RPPA not later than the end of the 1st month of the annual budget (31st July)
- Procurement officer implements the plan through tendering process and ensures full compliance; Where necessary, procurement officer reviews the procurement plan in consultation with user departments/directorate.

Records

- Procurement plan
- Requests of user departments/units
- User departments procurement plans

Flowchart
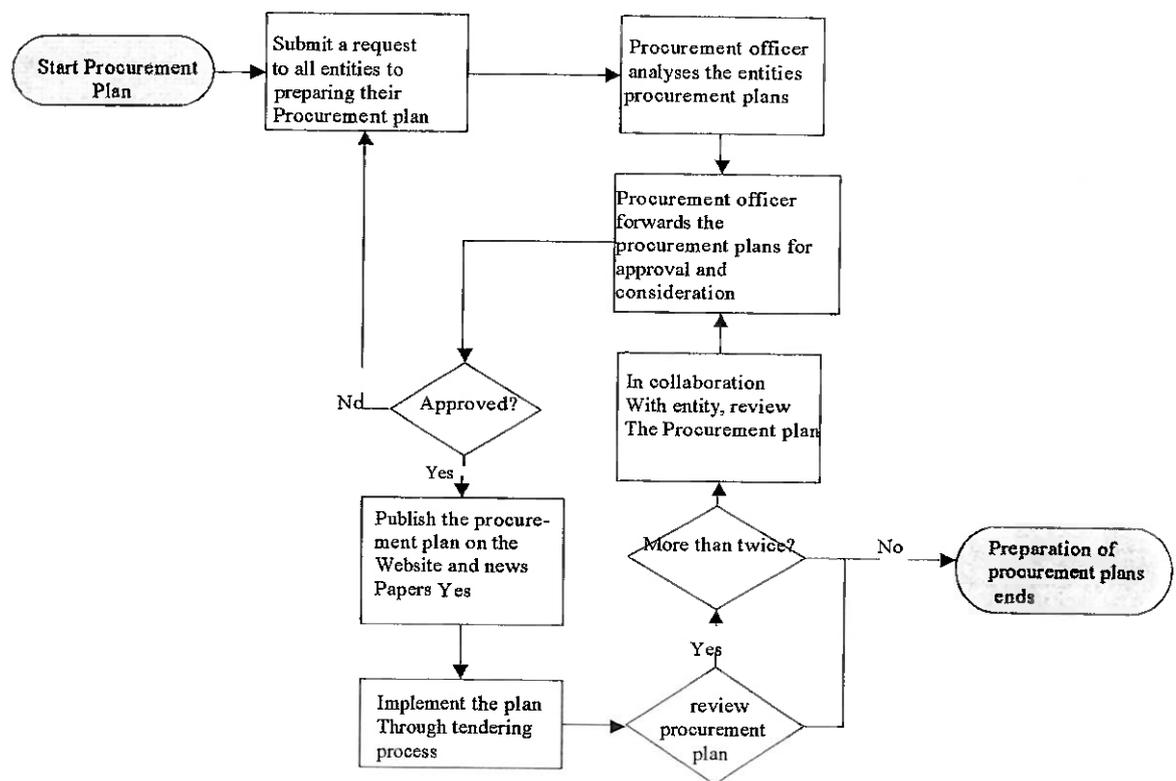
3.2. Tendering process

The process illustrate how tender documents is prepared, when it should be prepared and the department responsible, the process exclusively apply to the preparation of tender documents for the bidders for the **acquisition of goods, works or services** by the procuring entity from outside itself in return for a price by MMI.

Inputs:

Input1 : Procurement plan

Input2: Tendering requests from user department/directorate

Measurable objectives

Key Performance Indicators	Minimum Standards
Tenders are budgeted for	100% budgeted
Terms of references, BoQ and technical specifications Technical specification.	Drafted according to the public procurement law
Bidding document	Approved before publication done in news papers and Website and issuance of bidding documents/Issuance of invitation letters
100% compliant to procurement plan	Provisional notification of tender award to successful And unsuccessful bidders Final notification.
Tender award	Negotiation reports produced and contract signed

- Director General MMI

- He is Chief Budget manager of the Procuring entity
- He is an official empowered to approve reports of the tender committee and sign the contract on behalf of the procuring entity.

Responsibility and authority

- **Director General**
- Approves bidding documents before the publication/invitation letters /Invitation to consultants/ invitation for bidders
- approves tender awards and signs contracts
- Authorizes payment

- **The Director General before signing the tender document insures the following:**
  That the invitation for bidders has a minimum of the following:
- Title of tender and tender number (reference number);
- Name of procuring entity and source of funding;

- Description of tender (goods to supply or works to execute, indicating scope of work to be done) including expected time for delivery

Procurement officer

- Analyze the material or work service requested and request the procurement unit to proceed with procurement process;
- Prepare, and reviews bidding document/ invitation letters and forwards them to DG for approval
- In collaboration with the ITC, Procurement officer coordinates the activity of preparing bidding documents and forwards them to the accounting Officer/ Chief budget manager/ DG for approval;
- Process the publication in newspapers and website of the tender notice/invitation letters
- Make arrangement for the sale of the bidding document to the bidders; expression of interest, Request for quotations,
- Receives the bids and prepares the necessary arrangement for the opening and evaluation meetings
- Prepare the opening and evaluation reports, notification before transmitting to DG for tender award;
- In consultation with tender committee ensures the exercise of tender opening, evaluation and recommendation of tender award is done
- Transmit to Legal officer the tender documents bid documents, evaluation reports to enable him to prepare the draft contract and submits to DG for review.

Description of process

- Procurement officer receives the procurement request from user departments /units
- Verify the current availability of sufficient funds in the budget and that the requirement is defined in the annual procurement plan;
- Ensure that the specifications for goods or terms of reference for services or Bill of Quantity are suitable for the needs and are of an appropriate quality;
- Classify the requirements into lots or grouping of similar items if necessary to maximize competition by bidders;
- Determine the procurement method to be used, if the alternative method to that which would normally be used is recommended, prepare a full justification
- Prepares the draft bidding document/request for quotation /expression of interest ensure that all necessary conditions are incorporated in accordance with the appropriate standard of the bidding document.
- Submits the bidding document/request for quotation /expression of interest to Director General for approval
- Process advertisement of the tender notice and the bidding document in newspaper/websites and makes arrangement for the sale of the bidding documents;
- Organizing site visit if necessary
- Handling cases of clarifications on the tender document
- Receives bids and records them
- In consultation with tender committee, procurement officers (secretary of tender committee)

- schedules opening and evaluation meetings

Tender committee main responsibilities
- Conduct bids opening;
- Evaluate bids;
- Negotiation of the terms of contract
- Recommend tender award;
- Provide recommendations on all issues relating to public procurement;
- Provide advices on bidding documents before their publication;
- Approve tenders to be awarded through other method than open competitive one;
- Approve any change to be carried out on the procurement contract.
- Sale of State private assets in accordance with the law determining the procedure for disposal of State private assets.
- Prepares reports and recommends for tender award or cancellation

After the recommendations from tender committee, Procurement Officer;
- Prepares provisional notification of tender award and submits them for signature
- Handles appeal if any in consultation
- Prepare final notification of tender award
- Invites successful bidder for negotiation of the terms of contract
- Forward tender documents and all related document to legal Unit who then draft contract and submits to DG for review and consideration
- Receives contract signed and files it

Records
- Opening reports
- Evaluation reports
- Contracts signed

Flowchart
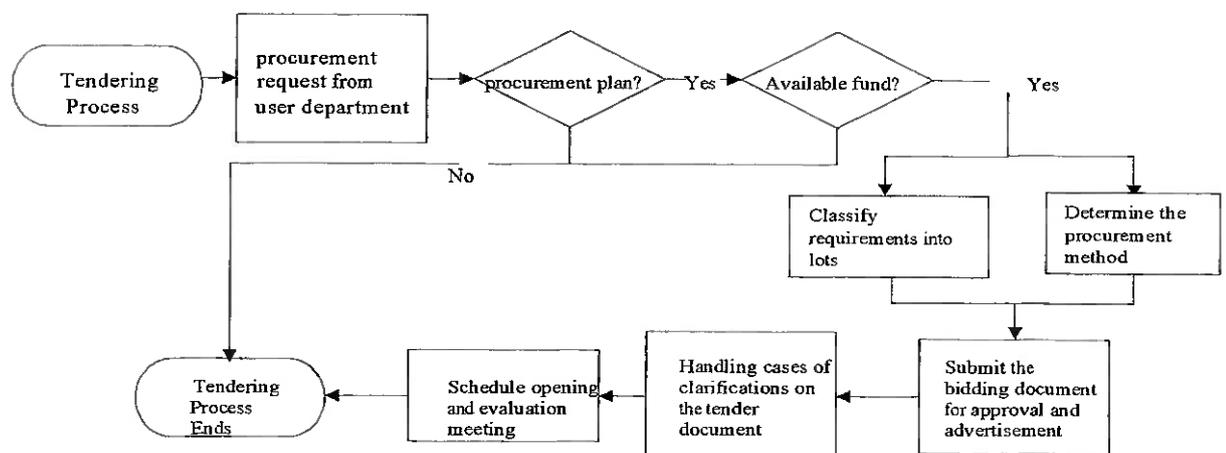
3.3. Contract execution process

This process applies to both the procurement officer and the user. The beneficiary department/unit play a crucial role in contract execution as the user with interest in the success of the contract and thus plays a vital role in quality assessment and acceptance.

Inputs:

Input1: contracts signed

Measurable objectives

Key Performance Indicators	Minimum Standards
Progress report on procurement plan 100% compliance	Timely produced
Delivery notes on works, goods and services procured in place	100% Compliance to the contract
Delivery notes on works, goods and services procured in place	100% Compliance to the contract
Payment executed as per the contract	100% Payment timely fulfilled

References:

Internal

- Contracts signed
- Notification letters/proforma invoices
- Bids;
- Tender document
- Bids' performance security

External

- Law regulating public procurement
- Ministerial order regulating public procurement
- Public procurement user guide
- Instructions on public procurement from Rwanda Public Procurement Authority and Ministry of Finance And Economic Planning

Responsibility and Authority

- **Director General MMI**
- Approves monthly progress reports on the execution of the procurement plan and submits them to RPPA for consideration
- Authorizes payment

- **Procurement officer**
- Monitors contract execution along with the compliance officer and advises accordingly
- Prepare reception committee reports, initiates payment process and forwards them to DG for consideration
- Prepares RPPA monthly progress reports and forward it to director General for review and submission for approval process,
- Ensures the RPPA monthly report are transmitted before 15th of every month
- Receives and approves works, goods and services delivered,
- Initiates the payment process and submits to Director General for approval.

Description of the process
- Procurement office receives contract signed and follows-up the supplier/contractor for execution,
- Monitors contract execution in collaboration with user department
- Procurement office prepares monthly progress reports and submits them to the Director General for approval,
- Procurement Unit analyses and receives/rejects goods, works and services together with user department;
- Procurement office initiates and follows-up the payment
- Processes the release of the performance guarantee and concludes the contract
- Incase of claims, Procurement office prepares explanatory notes and submits It to DG for approval,
- Where necessary Procurement office in consultation with the tender committee, analyses the request for Contract amendment and forwards the changes in the contract To Legal office for amendment and forwards the changes in the contract to legal unit for amendment,
- The procurement office forwards the reviewed contract amendment to DG for approval.

4. EVALUATION OF THE STRATEGIC/ACTION PLANS
This process is about the evaluation of implementation of the Action Plan and it is done periodically through assessment of organizational performance.

Input
Input1: Approved Action plan under implementation;
Input2: Performance reports from various Departments/Units.

Measurable Objectives

Key Performance Indicators	Minimum Standards
Periodical Performance evaluation reports In place	Timely and accurate reports
Existence of published annual Report	Annual report with Audited accounts

References: Internal

- Management guidelines and recommendations
- Action plan report

Responsibility and Authority

- **Board of Directors**

- Approves the Annual Report

- **Director General**

- Receives all performance evaluation reports and discusses areas of concern with the Senior Management Team(SMT);
- Presents the annual report to the Board of Directors.

- **Evaluation officer**

- Prepare and submit periodical performance evaluation reports to Directors of units/DG's Office;
- Presents performance Evaluation reports to the SMT   -

- **Evaluation officer**

- Receives the reports from all Departments/DG/Units;
- Prepares a consolidated report and submit it to the Unit Directors/DG for review.

Description of Process for report submission
Weekly reports

- Department/ Units submit electronically to DG weekly reports as per timelines set by management every Friday.

Monthly/Quarterly/Semester reports

- Departments/DG/Units submit the monthly/quarterly report by 10th of the month following the reporting month/quarter;
- Evaluation officer then re-examines whether all activities in the action plan were captured in monitoring reports. In case of any ambiguity, clarifications are sought from the concerned Departments/DG/Units;

- Evaluation officer prepares a consolidated evaluation report indicating MMI performance in a given month/quarter. The report is then submitted to the Assistant DG not later than the 22nd of the month following the reporting month/quarter;
- The Assistant DG reviews and submits the report to DG and also presents the report to the Senior Management Team.

Annual report

- Departments/DG/Units submit their annual report by 10th of the month following the reporting financial year
- The evaluation officer prepares a consolidated annual report and submit the draft report to the Director of Units/Departments for review who then submits it to the DG for further review and presentation to the SMT for inputs;
- After incorporating the inputs from SMT, the draft report is then forwarded to the Board of Directors for approval;
- The PR, Communication and Education officer publishes the annual report.

Records:

- Monitoring and Evaluation reports
- Annual Audited Accounts

Flow-chart
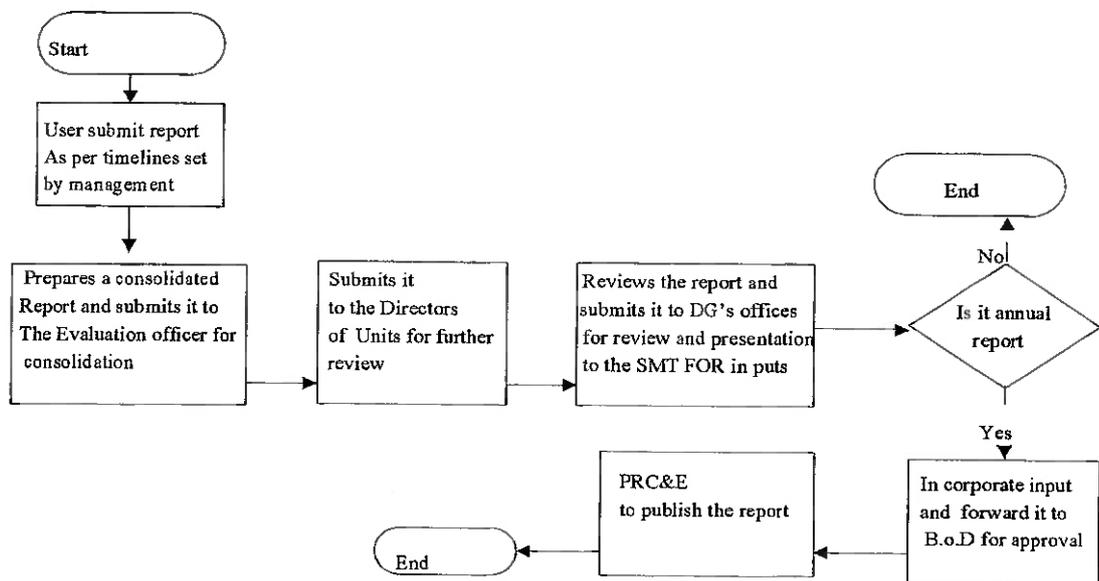
4.1. Statistical Data Management process

The process involves extraction of data from MMI application and collection from various sources for analysis, compilation and dissemination.

Inputs

Input1: Periodical performance reports.

Input2: Data from MMI Database and other relevant sources.

Measurable Objectives

Key Performance Indicators	Minimum Standards
Statistical bulletin in place	Timely and accurate
Updated statistical data bank	100% accurate and comprehensive

References:

Internal

- Data management Policy
- MMI database

External

- NISR Reports
- BNR Reports
- MINECOFIN Reports
- Other relevant reports

Responsibility and Authority

- **Director General**
- Approves the report

- **Statistician**
- Data collection, analysis and report production
- Reviews and submits the draft report to DG for approval

Description of Process

- Statisticians identify all statistical information needed;
- The statistician officer extracts data from MMI database with the help of IT officer and also collects other relevant data from various sources;
- If the data from other institutions is to be requested in writing, the letter of request has to be signed by the Director General;
- The Statistician analyzes data, prepares periodical statistical reports and submits it to the Directors for review;

- After review, Statistics officer reviews the statistical report and forwards it to Assistant DG for review who then forwards it to DG for approval;
- After approval, the annual Statistical bulletin is published.

Records
- Statistical bulletins (Quarterly, Semester and annually)
- Statistical data bank

Flowchart:

```
                    ┌──────────┐
                    │  Start   │
                    └────┬─────┘
                         │
                         ▼
              ┌─────────────────────┐
              │ Statisticians       │
              │ identify all        │
              │ statistical         │
              │ information needed  │
              └──────────┬──────────┘
                         │
                         ▼
  ┌───────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
  │ Collect   │   │ Analyzes     │   │ Submit the   │   │ publish the  │   ┌──────┐
  │ data from │──▶│ data and     │──▶│ report to    │──▶│ annual       │──▶│ End  │
  │ relevant  │   │ prepare      │   │ the line     │   │ statistical  │   └──────┘
  │ sources   │   │ periodical   │   │ manager for  │   │ bulletin     │
  └───────────┘   │ statistical  │   │ review and   │   └──────────────┘
                  │ reports      │   │ approval     │
                  └──────────────┘   └──────────────┘
```
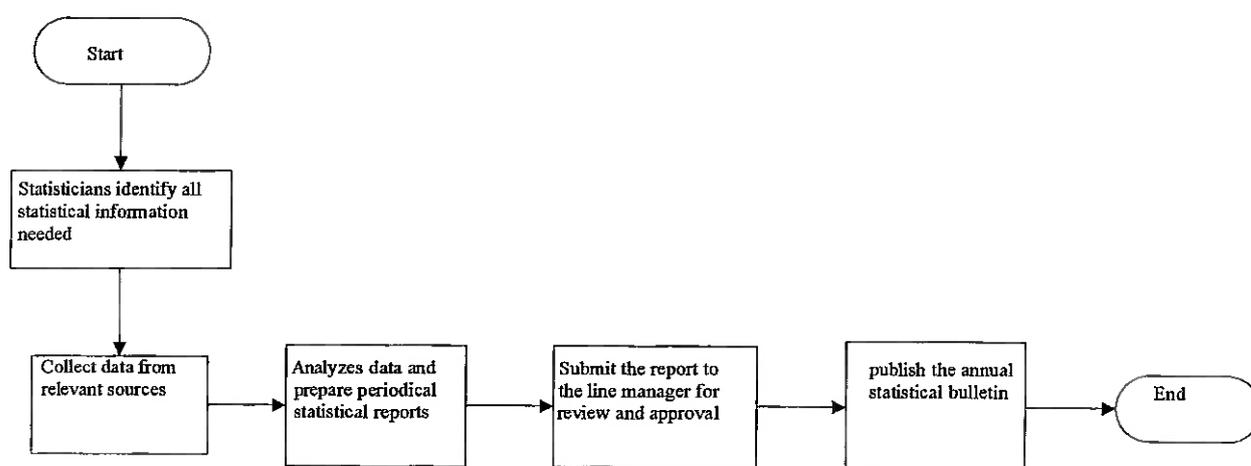
4.2 Actuarial valuation process

Actuarial valuation is an estimate of a scheme's financial position at a specific point in time in which an actuary illustrates the financial sustainability of a scheme. The rational of this process is to show the steps involved in coordinating actuarial valuation.

Inputs:

Input1: Primary data from MMI database'

Input2: Previous Actuarial report

Input3: Economic, demographic and financial data

Measurable Objectives

Key Performance Indicators	Minimum Standards
Availability of data	100% accurate and complete
Actuarial valuation report	Conducted within the time limits set by the Law and regulations
Actuarial valuation recommendations Implemented	All recommendations implemented on time

References:

Internal

- Previous Actuarial valuation reports
- MMI database

External

- Relevant laws
- BNR regulations
- MINECOFIN Policy

Responsibility and Authority

- **Director General**
- Approves Actuarial report
- Ensures presentation of the report to BoD and other stakeholders

- **Statistical and Actuarial Studies Officer**
- Coordinates the exercise of Actuarial valuation,
- Reviews and gives recommendations where necessary on the draft report,
- Submits the draft report to SMT for discussion,
- Reviews and gives guidance in data collection for actuarial valuation
- Initiates and drafts ToR for selection of an Actuarial firm if required.

- **Statistician**
- Collects and cleans data required for the actuarial valuation as per the format and template provided,

Description of Process

- Under the guidance of the DG, the **Statistical and Actuarial Studies** Officer drafts TOR;
- Statisticians under the guidance of the Unit Directors/DG collect, clean and provide data to the hired consultants if required;
- Analysis and approval of the data report by the DG;
- The draft report is received and presented to SMT by **Statistical and Actuarial Studies** Officer or by consultants (if hired) for review and inputs;
- The final report is presented to stakeholders by DG/consultants;
- Monitoring the implementation of the approved recommendations.

Records:

- Actuarial report

Flow-Chart
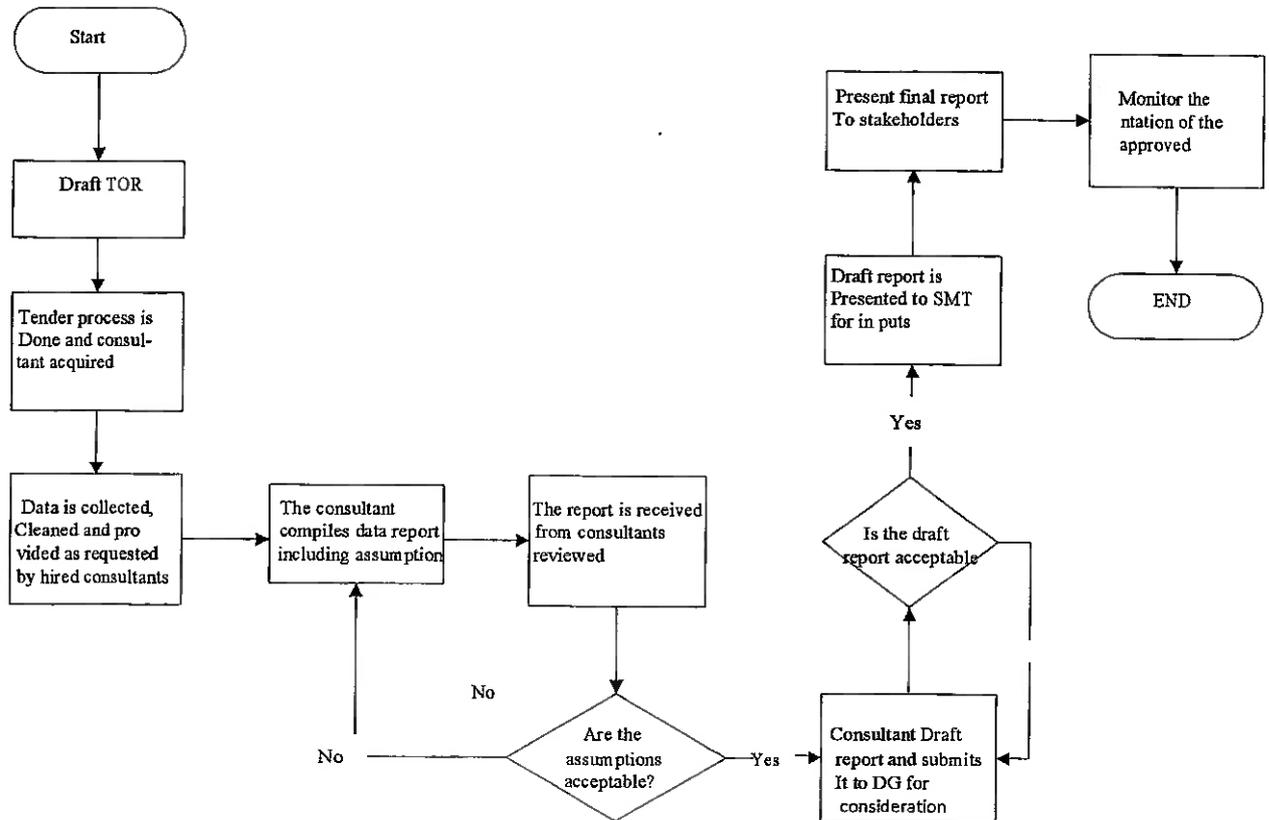
4.3 Conducting research/studies process

This process describes steps involved in information gathering, data analysis and reporting.

Inputs:

Input1 : Strategic/action plan,

Input2: Management request,

Measurable objectives

Key Performance Indicators	Minimum Standards
Research Plan	Approved by management
Availability of Data	Accurate
Research report	Relevant to the research problem

References:

Internal

- Research policy

External

- Relevant government policies

Responsibility and Authority

- **Director General**
- Approves the research plan and the final report

- **Head team for Research and Modernization**
- Reviews and submits the proposed plan to DG for approval,
- Coordinates the research process,
- Reviews research reports and presents to the DG for approval.
- Supervises information gathering and analysis
- Carry out the research/study and compile the findings submitted to DG for review.

- **Research and Modernization team**
- Collects required information,
- Analyses collected data and drafts are search report submitted to Unit Director.

Description of process

- Identification of research area in the Institution,
- There search team develops are search proposal and submits it to DG for approval,
- Data collection, analysis and interpretation,
- A research report is prepared and submission to DG,
- The research report is presented SMT Meeting.

Records

- Research report

Flowchart:
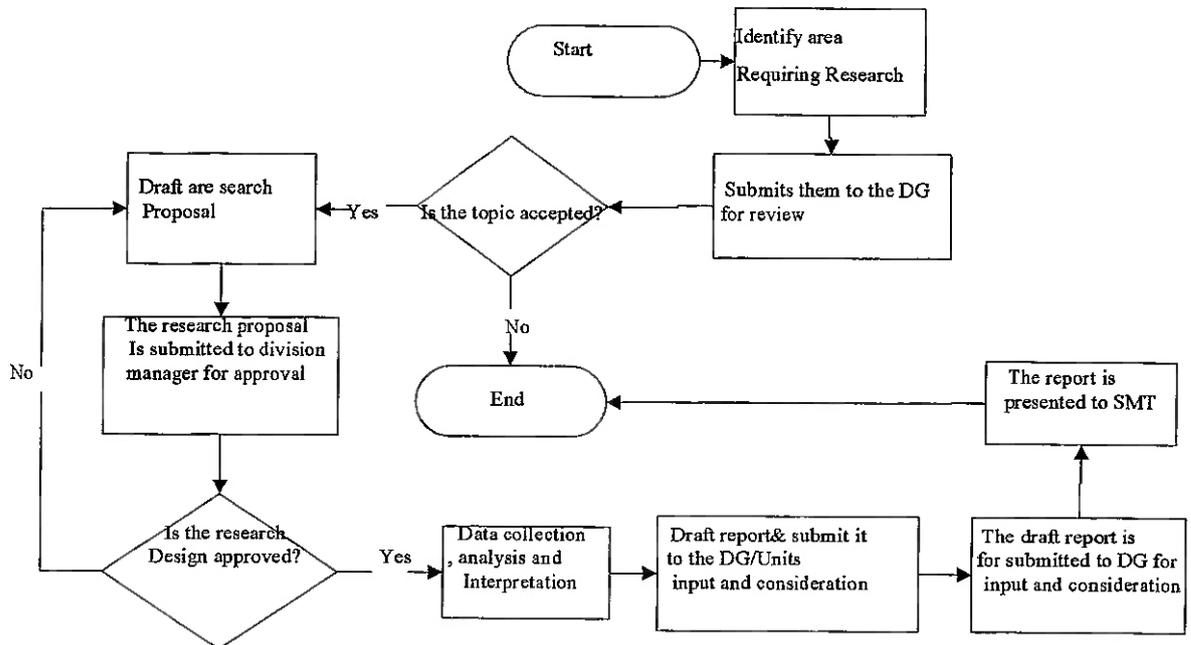
4.4 Risk identification, assessment and controls setting process

The process is designed determine steps in identifying institutional risks, setting controls and monitoring their implementation.

Input1 - Process and procedure manual,
Input2 - Strategic/Action plans,
Input3 - Relevant laws and regulations.

Measurable objectives

Key Performance Indicators	Minimum Standards
Risk register in place	Comprehensive
	Risk impact and like lihood indicated
	Respective control measures
Control self-assessments conducted	Necessary updates conducted timely
Potential risks on MMI's new strategic developments identified	Risk impact and like lihood indicated
	Respective control measures

References:
Internal
- MMI enterprise Risk management policy
- MMI process and procedure manual
- All MMI internal policies

External
- BNR regulations
- MINECOFIN guidelines
- International standards for risk management

Responsibility and Authority
MMI Board of Directors:
- Approves risk register indicating top Institutional risks and each department/unit,
- Receives risk reports on MMI new strategic development projects and takes appropriate decision.

Director General
- Receives and reviews reports on top risks of MMI and the top of each department/unit and presents them to BOD for approval,
- Receives risk reports on MMI new strategic development projects and takes appropriate decision,
- Appoints the risk management committee (MRC),

Risk management committee
- Receives and re-evaluates institutional risk register from Risk Management Office and decides on the top risks of the institution and the top risks per Department/Unit that need special follow-up,
- Advises DG on the risk controls to mitigate the identified risks,
- Reports on matters related to risks management and forwards reports to DG for action.

Risk management Officer
Guides and supervises the development of institutional risk register and ensures its constant update,
- Supervises the preparation of risk reports on any of MMI new strategic development projects and reports to DG,
- Facilitates the establishment of risk management plan.
- In collaboration with the operational areas of MMI, receives, establishes and updates institutional risk register and reports to DG for review and action,
- Initiates and follows-up the development of risk management plans and ensures their implementation,
- Prepares risk assessment reports on any of MMI new strategic development projects and reports to DG for consideration.

Description of the process
Risk register preparation

- Risk management Officer (RMO) forwards the risk register template with the supporting guidelines to responsible d e p a r t m e n t s / units requesting them to prepare and submit their respective risk registers,
- Risk registers received, analyzed and a consolidated institutional risk register high lighting the risk controls prepared,
- Based on the institutional risk register, the top risks of the institution and top risks of Department/Unit are identified and after consultation with the risk management committee, the R M O forwards risk register to DG for further review who then forwards the risk register to BOD for approval,
- The approved risk register with the risk controls is communicated to MMI management for implementation,
- Follow-up of implementation of the risk controls through quarterly self-assessment reports,
- Effectiveness of the controls is reported to unit Directors for review and submission to DG after consultation with the risk management Committee,
- Following discussions on the effectiveness report by the SMT, in case of new controls established, the risk register is updated and new controls communicated to management for implementation.

Risk assessment reports on MMI's new strategic development projects

- Risk management in collaboration with Investment officer receives feasibility studies for investment and other MMI's new strategic development projects for risk analysis before they are implemented,
- The above officers analyze and evaluate the potential risks involved in relation to Institutional risk appetite,
- Prepare a risk assessment report with all the necessary information to help management in decision making and forwards it to DG for review and consideration.

Records

- Departmental/Unit risk registers and Institutional risk register,
- Control self-assessment reports,
- MMI's development projects Risk assessment reports.

Flowchart:

```
                    ┌──────────┐                      ┌─────────────────────────┐
                    │  Start   │                      │ Risk Identification for │
                    └────┬─────┘                      │ existing operations /   │
                         │                            │ new project proposal    │
                         ▼                            └─────────────────────────┘
                    ◇─────────────◇
                   ╱ Is it existing ╲ ──── Yes ────┐
          No ──── ╲  operation?    ╱               │
                   ◇─────────────◇                 │
                         │                          ▼
            ┌────────────────────┐        ┌──────────────────────┐      ┌──────────────────┐
            │ Receive a          │        │ Request to prepare   │◄─────│ Risk register    │
            │ feasibility study  │        │ and submit users'    │      │ format           │
            │ project proposal   │        │ respective           │      │ risk register    │
            └──────────┬─────────┘        └──────────┬───────────┘      └──────────────────┘
                       │                             │
            ┌──────────────────────┐     ┌──────────────────────┐
            │ The RMO& Invest      │     │ Users' risk          │
            │ Officer Analyze and  │     │ registers received,  │
            │ evaluates the        │     │ analyzed and a       │
            │ Potential risks      │     │ consolidated         │
            │ involved             │     └──────────┬───────────┘
            └──────────┬───────────┘                │
                       │                ┌──────────────────────┐
            ┌──────────────────────┐    │ Top risks are        │
            │ Prepare a risk       │    │ identified and       │
            │ assessment report    │    │ reported to the      │
            │ and forwards it to   │    │ department/unit      │
            │ the Units/Depart-    │    │ director for review  │
            │ ments for review     │    │ and advise           │
            └──────────┬───────────┘    └──────────┬───────────┘
                       │                           │
            ┌──────────────────────┐    ┌──────────────────────┐
            │ Submit the report    │    │ Department/unit      │
            │ Units/departments    │    │ Director for wards   │
            │ To DG for            │    │ risk register to DG  │
            │ consideration        │    │ for further review   │
            └──────────┬───────────┘    └──────────┬───────────┘
                       │                           │
                 ┌──────────┐                      ▼
                 │   End    │
                 └──────────┘
```

Discuss with SMT if new risk control identified, update risk register

End

report to the effectiveness of the control for review and submission to DG

DG forwards the risk Register to BoD for approval → The approved risk register is communicated to MMI management for implementation → Follow-up implementation of risk control sthrough quarterly risk self assessment report

4.5. Compliance risk management process

The process entails steps taken in monitoring compliance of MMI operations to internal policies and procedures, laws and regulations.

Inputs:

Input1: MMI risk appetite high lighting risk tolerance levels

Input2: Risk register

Measurable objectives

Key Performance Indicators	Minimum Standards
Institutional risk appetite developed	Realistic risk tolerance levels
Risk appetite monitoring reports produced	100% compliant and timely availed

References:
Internal
- MMI Risk management policy
- MMI process and procedure manual
- All MMI internal policies
- MMI risk register
- MMI risk appetite

External
- BNR regulations
- MINECOFIN guidelines
- International standards for risk management

Responsibility and Authority
- **Board of Directors**
- Approves compliance risk management reports

- **Director General**
- Reviews reports on compliance risk management and presents them to BoD for consideration,
- Ensures institutional risk appetite is adhered to,

- **Risk management committee**
- Re-evaluates institutional risk appetite and advises on the appropriate measures
- Analyses compliance monitoring reports and gives recommendations where necessary,

- **Concerned Departments/Unit Directors**
- Reviews institutional Risk appetite and in consultation with the risk management committee forwards there port to DG for consideration,

- **Risk Management and Compliance Officer**
- Supervises the development of the institutional risk appetite and ensures its constant updates,
- The prepared risk appetite is submitted to DG for review,
- Monitors the implementation of the approved MMI's risk appetite and reports to the DG on progress of the implementation.

- Receives institutional risk register and in consultation with the operational areas of MMI develops institutional risk appetite and reports to unit director for review and consideration
- Monitors the compliance to the institutional risk appetite.

Description of process
- Under the guidance DG, Risk management and compliance officer receives the approved institutional risk register and analyses its risk control requirements,
- Identifies the critical processes with the key risks and in consultation with the concerned managers establishes MMI's risk appetite that is regularly updated,
- Reviews and submits the risk appetite to C o n c e r n e d Departments/Unit Directors for further review and submission to DG after consultations for approval,
- Risk management and compliance officer prepares compliance monitoring reports and forwards it to DG,
- DG reviews the compliance report

Records
- Updated Institutional risk appetite
- MMI risk appetite implementation and monitoring plans
- Compliance, monitoring reports

4.6 Incident management process
This process identifies risks that have materialized, analyses the causes, and establishes corrective/preventive actions, follows-up and reports the implementation of the approved corrective actions.

Inputs:
Input1: Reported cases.

Measurable objectives

Key Performance Indicators	Minimum Standards
Incident report	Timely produced
Incident data bank Updated	Comprehensive and timely updated
Incident follow up reports	Clear, specific and timely produced

References:
Internal
- Enterprise Risk Management Policy
- Process and procedure manual
- Business continuity management plan
- Incident reporting format/template

External
- International standard on risk management
- BNR regulations
- MINECOFIN guidelines

Responsibility and authority

Director General
- Receives reports on risk incidents and approves all corrective measures to resolve risk incidences,

MMI staff
- Reports risk incident within 24hours to risk management and compliance officer for intervention, Receives approved corrective measures for implementation and   reports back for effectiveness.

Risk management Officer
- Reviews incident reports and forwards them to DG for action.
- Receives, analyses, proposes remedial measures and reports   to DG for consideration,
- Record all incidents reported in a database and ensures constant follow-up of the implementation of corrective measures.

Description of process
- User staff reports the incident to the risk management and compliance unit
- Risk management and compliance officer receives, analyzes, proposes remedial measures and reports the incident to DG,
- RM reviews incident reports and forwards to DG for action,
- The DG forwards his opinion to the users as a corrective measure adapted,
- Risk management officer makes follow-up on the implementation of the corrective measure and produce a follow-up report,
- Risk management Officer Records all reported incidents the data base.

Records
- Incident reports
- Incident monitoring reports
- Incident database

Flowchart:
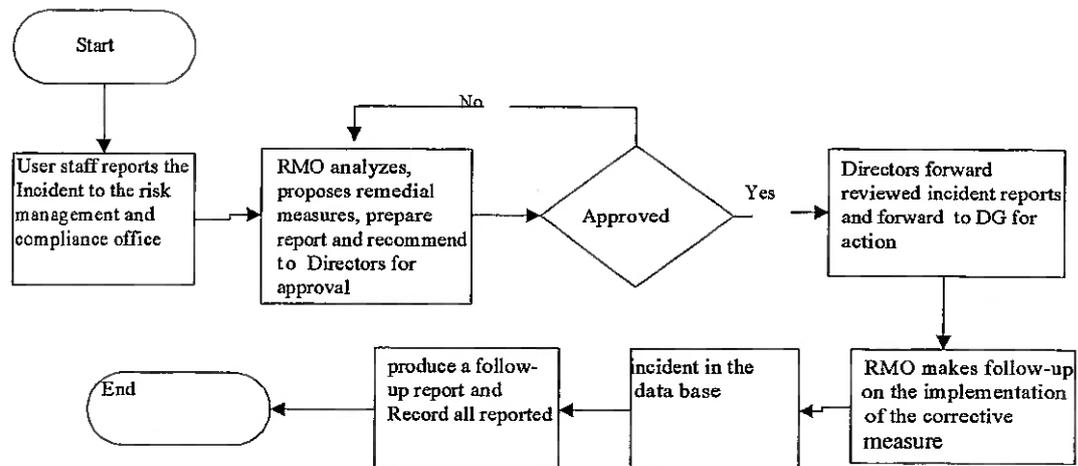
4.7 Risk awareness process

This process intends to shade knowledge on development of risk register, risk appetite and tolerance levels, designing risk monitoring tools and techniques and other related areas.

Inputs:

Input1: Risk management guidelines,

Input2: Incident reports.

Measurable objectives:

Key risk indicators	Minimum standards
Risk awareness plan and training manuals developed	Target areas for risk awareness indicated
Risk awareness campaigns conducted	Timely and exhaustive
A report on risk culture index produced annually	Risk awareness levels in MMI promoted

References:

Internal

- Enterprise Risk Management Policy
- Process and procedure manual
- Business continuity management plan

External

- International standard on risk management

Responsibility and Authority

- **Director General**
- Approves Risk awareness training plan and related facilities.

- **Risk Management Committee**
- Reviews and advises on the risk awareness training plan.

- **Risk management Officer**
- In consultation with the risk management committee reviews and submits the training plan to DG,
- Reviews and approves risk culture and attitude survey questionnaire.
- Coordinates risk awareness activities and recommends to Units Directors/department manager on strategies for improvement.
- Prepares training manuals and conducts risk awareness campaigns to MMI staff.

Description of the process

- Risk management officer identifies the training needs, targeted population and develops training manuals and plan,
- Proposes the manuals, necessary facilities and plans to unit directors for in puts and processing of approval,
- The approved risk awareness manuals and plans are communicated to concerned staff for consideration,
- Risk management officer prepares and conducts training as per the approved plan,
- Risk management office prepare training report and forwards it to DG,
- Risk management officer develops a questionnaire on risk management 'changing attitude and culture' and sends them to all staff for completion,
- Receives completed questionnaires, compiles data, analyses and produces a risk culture index report annually and submitted to Unit Directors for review,
- The report is submitted to DG for consideration,
- Publish the report

Records

- Risk management training manuals and plans,
- Reports on conducted risk awareness campaigns,
- Risk culture and attitude index report.

Flow chart

```
                                              ┌──────────┐
                                              │   End    │
                                              └──────────┘
                                                   ▲
                              ┌────────┐           │
                              │ Start  │      ┌────────────────┐
                              └────────┘      │ Report is      │
                                   │          │ submitted to DG│
                                   ▼          │ for            │
┌────────────────────┐  ┌──────────────────┐ │ consideration  │
│ Proposes the       │  │ RMO identifies   │ └────────────────┘
│ manuals,           │◄─│ the training     │          ▲
│ Necessary          │  │ needs targeted   │          │ Yes
│ facilities and     │  │ population and   │
│ Plans to unit      │  │ develops         │
│ directors for      │  │ training manuals │
│ Inputs and         │  │ and plan         │
│ processing of      │  └──────────────────┘
│ approval           │
└────────────────────┘
         │
         ▼
┌──────────────────┐  ┌───────────────┐  ┌─────────────────┐     ◇
│ approved risk    │  │ RMO prepares  │  │ RMO prepares    │   ╱   ╲
│ awareness        │  │ and conducts  │  │ training report │  ╱Approved╲
│ manuals and      │─►│ training as   │─►│ and forwards it │─►╲   ?   ╱
│ plans are        │  │ per the       │  │ to Directors    │   ╲   ╱
│ communicated to  │  │ approved plan,│  │ for review      │
│ Concerned staff  │  └───────────────┘  └─────────────────┘
│ for consideration│          │                  ▲
└──────────────────┘          ▼                  │
                      ┌───────────────┐  ┌─────────────────┐  ┌──────────────────┐
                      │ RMO- develops │  │ compiles data   │  │ The report is    │
                      │ A questionnaire│  │ analyses and   │  │ submitted to DG  │
                      │ on Changing   │─►│ produces a risk │─►│ for review       │
                      │ attitude And  │  │ culture index   │  │                  │
                      │ culture' and  │  │ report annually │  └──────────────────┘
                      │ Sends them to │  └─────────────────┘
                      │ all staff For │
                      │ completion    │
                      └───────────────┘
```

No

5. QUALITY ASSURANCE PROCESSES

This involves the process of developing a strategic and operational audit plan, the auditing processes as well as the internal affairs processes.

5.1 Quality Assurance& Internal Audit strategic and Operational planning process

This process involves preparation of the Quality Assurance &Internal Audit strategic and operational plans for and this plan concerns both Internal Audit and Internal Affairs Office.

Inputs:

Input1: MMI Corporate statements

Input2: Audit Universe

Input3: Identified risks

Key Performance Indicators

Key Performance Indicators	Minimum Standards
Audit plans based risk assessment (strategic and operational)	Compliant to IIA standards (International Internal Auditing standards)

References:

Internal
- MMI Process and Procedure Manual.
- Internal audit charter

External
- IIA
- IAS
- ISO
- COSO Framework

Responsibility and Authority

- **Board of Directors**
- Approves internal audit plans

- **Audit committee**
- Reviews, gives inputs and advises the BoD

- **Director General**
- Reviews the strategic and operational plan for inputs/priorities

- **Unit Directors**
- Review and gives inputs

- **Internal Audit and Internal Affairs officers**
- Under the supervision of unit directors, identify all the institutional internal control systems on which to base the strategic plan and prepare the Action plan for their respective units.

Description of Process
- Internal Audit/Internal affairs officers' conduct a documentary review and field visit to understand the institutional mission, vision and objectives; processes and procedures;
- Identify all the institutional internal control systems (auditable unit) to be audited or investigated during a period of 3years;

- Identify, assess and categorize all possible risks for Institutional internal Control Systems which guide in programming the frequency of the systems to be audited or investigated in the period of 3years and those to be reviewed on annual basis;
- Prepare the strategic plans from which the operational plans are also drawn basing on the current year priorities;
- The Internal Audit/internal Affairs submit the drafted plans to the Unit directors for review and inputs;
- Directors compile the plans and submit them (strategic and operational plans) to Director General for review and inputs;
- The inputs from Director General are then considered and plans are submitted to Board of Directors for review and approval.

Records:
- Units Strategic and operational plans.

Flaw chart:
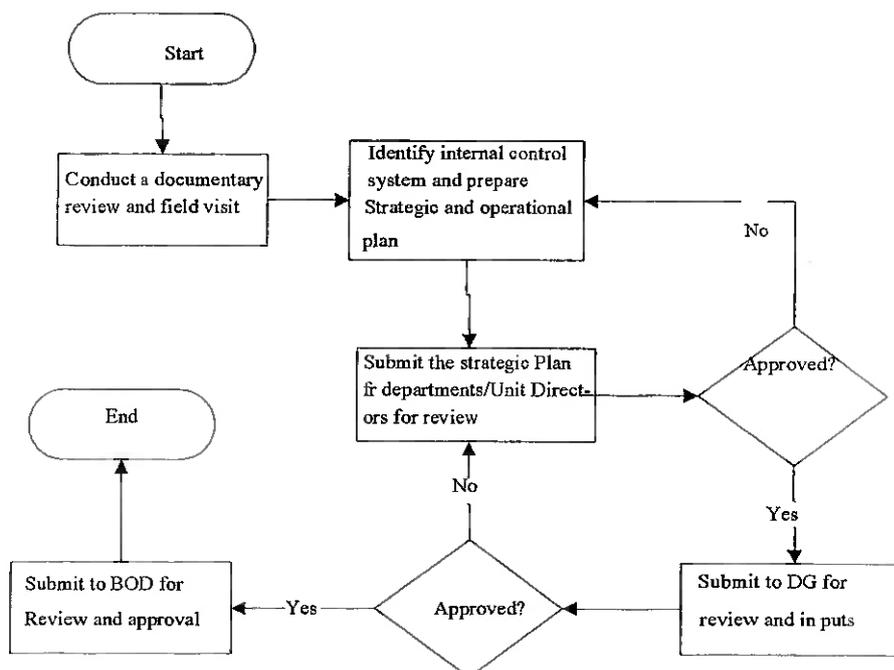
5.2 Auditing process

This process shows the steps taken from the planning of audit assignment up to the production of the final report.

Input:

Input1 : Strategic and Operational Audit plan

Key Performance Indicators

Key Performance Indicators	Minimum Standards
Planning documents	100% complete
Audit working papers	100% available and complete
Internal audit report	Timely report is produced
Follow up report of Audit recommendations	Timely(every quarter)

References:
Internal
- MMI Process and Procedure Manual.
- Internal audit charter

External
- IIA
- IAS
- ISO
- COSO Framework

Responsibility and Authority
- **Board of Directors**
- Approve the Audit report, provide further orientation

- **Director General**
- Review the Audit report for implementation

- **Unit Directors/Departments**
- Review the audit reports for inputs/observations

- **Internal Auditor**
- Internal Auditors plan for the audit assignment to be conducted according to risk analysis based Audit techniques;
- Conduct the field review to collect relevant information and evidences;
- Analyze audit findings and suggests remedial measures to mitigate identified risks or inconsistencies
- Prepare the Audit report

Description of Process
- The Internal Audit officers under the supervision of DG undertake the planning fo reach audit assignment to be conducted (document the system, design the system flow chart,

analyze the system risks, prepare terms of references, Audit program, design the Audit test& interview guide, checklist/other working papers);

- The system planning documents are submitted to Directorates/departments for review and approval;
- Terms of reference are sent to the auditees two weeks before starting the Audit assignment
- Internal Auditors hold an official opening meeting with the auditees;
- Under the supervision of DG, internal auditors conduct the field review to collect relevant information and gather the audit evidence for analysis and summarize the Audit of findings;
- Internal auditors, under the supervision of DG, hold an exit meeting with the auditees to discuss their initial findings before preparing the draft report.
- Internal Auditor submits the draft report to the auditees (with a copy to Director General
- After one week, the audit report is discussed with auditees for their comments
- After one week, the auditees sends audit report with comments to Quality Assurance and Internal Audit(QA&IA) and DG showing agreed corrective action and their implementation deadlines;
- Basing on the action plan a final report is compiled by Internal Auditor then the report is submitted to DG for review and approval;
  then a copy is given to the Auditees for implementation of agreed corrective actions;
- The report is then sent to BoD and MOD as per regulations in place.

Records:

- Documentation of the system and flow charts
- Risk identification and assessment
- Terms of references
- Audit program
- Interview guide
- Internal audit check list
- Audit working papers
- Draft report
- Final report
- Management action plan for implementation of audit recommendation

Flowchart:

```
                                          No
     ┌───────┐
     │ Start │
     └───┬───┘
         │
 ┌───────────────┐   ┌──────────────────┐                      ┌──────────────────┐
 │Plan for       │   │Conduct system    │                      │Prepare detailed  │         No
 │individual     │   │risk assessment   │      ◇Approved?      │audit program and │     ◇Approved?
 │Audit assignment│──▶│and repair ToR and│────▶          ──────▶│other working     │────▶
 │And conduct docu-│  │submit them to DG │      Yes            │papers            │
 │mentary review │   │for approval      │                      └──────────────────┘
 └───────────────┘   └──────────────────┘

 ┌──────────────────┐        ◇Approved?    ┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
 │Submit draft report│  Yes                │Based on summery  │   │Hold exit meeting │   │Hold official exit│
 │to Auditors for    │◀───── ◇ ◀───────────│papers and findings│◀──│to discuss initial│◀──│meeting and gather│
 │corrective Action  │                     │Compile draft     │   │findings and make │   │evidence          │
 │and implement-     │          No         │report and submit │   │necessary         │   └──────────────────┘
 │tation guideline   │                     │to DG for review  │   │adjustments       │
 └──────────────────┘                      └──────────────────┘   └──────────────────┘

 ┌──────────────────┐   ┌──────────────────┐
 │Prepare final report│  │Submit final report│   ┌───────┐
 │And submit to DG for│─▶│to BoD and MOD    │──▶│  End  │
 │Consideration and  │   └──────────────────┘   └───────┘
 │Implementation of  │
 │recommendation     │
 └──────────────────┘
```

5.3 Systematic Investigation processes

This process deals with investigations and regular monitoring conducted by internal affairs officer stop reserve MMI's image; to deter wrong doing and promote compliance with legal requirements, the highest standards of business and staff ethical conduct.

Inputs:

Input1: Internal affairs plan

Key Performance Indicators

Key Performance Indicators	Minimum Standards
Planning documents	100% complete
Investigation working papers	100% available and complete
Investigation report	Timely report is produced
Follow up report	Timely(every quarter)

References
Internal
- MMI Process and Procedure Manual.

External
- IAS: International auditing standards
- ISO: International Standards Organization

Definitions
- BOD: Board of Directors
- QA&IA: Quality Assurance and Internal Audit
- MMI: Military Medical Insurance
- SMT: Senior Management Team

Responsibility and Authority
- **Board of Directors**
- Approve the Audit report, provide further orientation

- **Director General**
- Review the Audit report for implementation of Audit recommendations
- Review the audit reports for inputs and approve report

- **Internal Affairs officers**
- Make a plan for the investigation to be conducted
- Conduct the field review to collect relevant information and evidences;
- Analyze investigation findings and suggests remedial measures to mitigate identified risks or inconsistencies
- Prepare the investigation report

Description of Process
- Under the supervision of DG, internal affairs team undertake planning for each system and identify key areas with high risk to be investigated;
- The Internal Affairs team prepares engagement letter and submit it to DG together with table of key areas to be investigated for review and approval;
- The approved engagement letter attached with the table is sent to the system owner one week before the investigation and a copy is sent to Director General;
- The Internal Affairs team under supervision of DG prepares the investigation program with other related working papers;
- Investigation team hold an official opening meeting with the system owner and all concerned staff;

- The internal Affairs team, collect all relevant information and evidences for analysis, prepares a summary of findings and conducts an exit meeting with all concerned staff;
- Internal Affairs team prepares a draft report and forwards it to DG for review and approval;
- The internal affairs team submits the draft report to the system owner with a copy to Director General;
- After one week, the report is discussed with all concerned staff for comments;
- After one week, the system owner sent to QA&IA team send a repot for agreed corrective actions and implementation dead lines
- Under the supervision of DG, internal affairs team compile a final report within basing on the received Action plan
- The final report is submitted to the DG for review and approval and implementation;
- A copy of the final report is sent to the   Board of Directors for review and consideration.

Records:
- Documentation of the system and flow charts
- Risk identification and assessment
- Engagement letter
- Investigation program
- Interview guide
- Investigation working papers
- Draft report
- Final report
- Management action plan for implementation of investigation recommendation

Flowchart:

```
                    ┌─────────────┐
                    │    Start    │
                    └──────┬──────┘
                           │
                           ▼
        ┌────────────────────┐        ┌──────────────────┐
        │ Identify key area  │───────▶│  documentation   │
        │ with high risk to  │        │  of the system   │
        │ be investigated    │        └──────────────────┘
        └─────────┬──────────┘
                  │
                  ▼
        ┌────────────────────┐
        │ Prepares engagement│
        │ letter and send it │
        │ to user            │
        └─────────┬──────────┘
                  │
                  ▼
```

Prepare interview guide investigation program	Hold official opening with the users dealing with the system	Prepare summary of findings and hold exit meeting	Prepare draft report and submit it to DG for approval

No → Approved? → Yes

Compile final report

Submit final report to DG for review and implementation of recommendation

Submit a copy of the final report to BoD

End

5.4 Immediate Investigation Process

This processed with unplanned investigations. It shows the steps taken in investigation regarding allegations of improper conduct of employees and other staff malpractices that require urgent(immediate) attention.

Inputs:

Input1: Unplanned cases

Key Performance Indicators

Key Performance Indicators	Minimum Standards
Planning documents	100% complete
Investigation working papers	100% available and complete
Investigation report	Timely report is provided
Follow up report	Timely(every quarter)

References:
Internal

- MMI Process and Procedure Manual.

External

- IAS: International auditing standards
- ISO: International Standards Organization
- Laws and regulations

Responsibility and Authority
- **Director General**

- Recommend the investigation to be conducted
- Review the investigation report for implementation of recommendations
- Review the investigation report for inputs
- Approve investigation report and submit it to the Director General

- **Internal Affairs**

- Make a plan for the investigation to be conducted
- Conduct the field review to collect relevant information and evidences;
- Analyze investigation findings and suggests remedial measures to mitigate identified risks or inconsistencies
- Prepare the investigation report

Description of Process

- The internal affairs team receives the request for investigation to be conducted from the Director General;
- The received investigation case is forwarded to internal Affairs team;
- Under the supervision of DG, internal affairs team make a plan for the investigation to be conducted;
- Internal affairs team collect relevant information and evidences for required analysis; prepare a report and submit it to DG for review and approval and implementation of recommendations.

Records

- Investigation program
- Interview guide
- Check list
- Investigation working papers
- Draft report
- Final report
- Management action plan for implementation of investigation and recommendation

Flow-chart:

```
                    ┌──────────────┐
                   (     Start      )
                    └──────┬───────┘
                           │
                           ▼
                  ┌─────────────────────┐
                  │ Receives request for │
                  │ investigation from DG;│
                  └──────────┬──────────┘
                             │
                             ▼
                        ╱╲                    No    ┌──────────────────┐
                      ╱    ╲ ───────────────────────│ Internal affairs team │
                    ╱ Investigation ╲                │ which then prepares   │
                    ╲ Directly by internal affairs ╱ │ the report            │
                      ╲    team?  ╱                  └──────────┬───────────┘
                        ╲╱                                      │
                         │ Yes                                  │
                         ▼                                      │
                  ┌─────────────────┐                          │
                  │ DG consider plan │◄─────────────────────────┘
                  │ for investigation│
                  └────────┬────────┘
                           │
                           ▼
   ┌───────────────┐  ┌──────────────┐  ┌───────────────┐       ╱╲
   │ Carry out     │  │ Prepare report│  │ Incorporate   │     ╱    ╲
   │ investigation │→ │ and submits it│→ │ comments and  │ →  ╱Approved?╲
   │ And prepare   │  │ to SMT for    │  │ submit to DG  │    ╲        ╱
   │ table of      │  │ comment       │  │ for           │     ╲    ╱
   │ Findings      │  └──────────────┘  └───────────────┘       ╲╱
   │ approval      │                                             │ Yes
   └───────────────┘                                             ▼
                                                         ┌──────────────┐
                                                         │ Submit approved│
                                                         │ report BoD    │
                                                         └──────┬───────┘
                                                                │
                                                                ▼
                                                          (    End    )
```

5.5 Follow up of Internal and External Audit recommendations

- The h e a d o f Internal Affairs team receives internal and external   Audit recommendations from the DG;
- Under supervision of DG, internal Affairs Officers prepare a follow up table and submit it to concerned department for update on implementation status;
- The updated follow up table is sent back to Internal affairs team for review
- The table is submitted to DG for review and SMT for comments and inputs;
- SMT comments and inputs are incorporated in the follow up report by the Head of Internal affairs team and then the report is submit to the DG for approval;
- The approved report is forwarded to BoD, MOD, BNR as per regulations in place.

6. LEGAL AFFAIRS PROCESSES

Legal affairs office process involves Legal opinion process, litigation process, legal instruments drafting process and contract drafting process.

6.1 Legal opinion process

Legal opinion process describes the procedures that have to be followed when seeking and providing legal advice.

Inputs:

Input1: Received cases that require legal opinion

Input2: Initiated legal opinion by the legal affairs Unit

Measurable objectives

Key Performance Indicators	Minimum Standards
Legal opinion on different cases provided	Accurate& quality Legal advice compliant with the law

References
Internal

- Relevant MMI policies
- Internal regulations
- Internal consultation

External

- Relevant laws
- Cabinet instructions
- Other relevant instructions
- External Consultation
- International Conventions

Responsibility and authority
- **Legal Affairs office**

- Receives requests for legal opinion from all departments and units of MMI;
- Works on the file and provide quality legal advice;
- Approves and signs legal opinion and forwards them to the concerned parties.
- Receive request and register them in the entry register
- Provide legal opinion

Description of the Process

Legal opinion based on requests

- The requests for opinion are received by Legal Unit and first registered in the register designed for entry of incoming correspondences;
- The Legal Affairs office assigns the files for opinion;
- Legal adviser provides quality legal advice basing on the facts and law;
- Legal opinion is then forwarded to the Director General for approval and signature;
- The DG then forwards the opinion to the concerned parties and Assistant to DG registers them in the outgoing register.

Records

- Copies of the legal advice provided

Flowchart
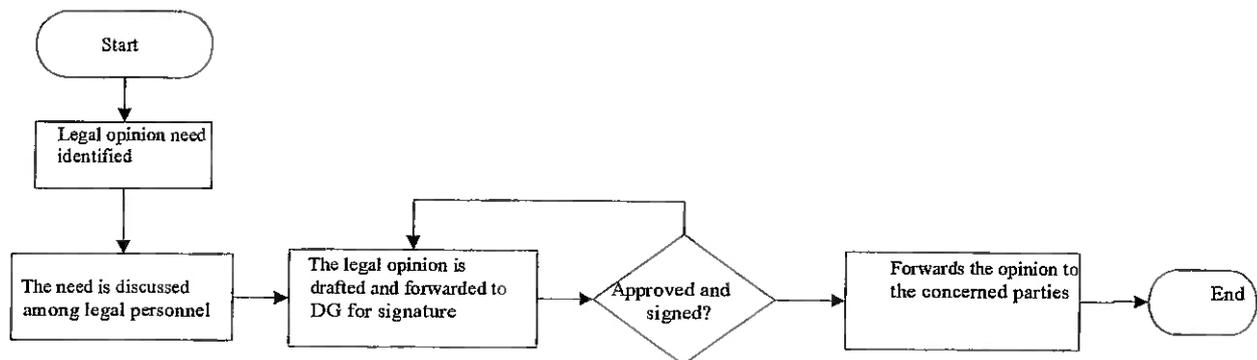
6.2 Litigation process

This process refers to the procedure of how litigations affecting the institution can be handled either amicably or through the court.

Inputs:

Input1: Existence of a claim against MMI

Input2: Existence of MMI's claim against the parties

Measurable objectives

Key Performance Indicators	Minimum Standards
Cases settled by court	Availability of well-prepared submissions and attendance in the hearings
Amicable settlements.	Clear negotiated agreement
Minimize losses	Compliance of Legal opinion

References:

Internal

- Contracts
- Memorandum
- Agreements

External

- Constitution of the Republic of Rwanda
- International Conventions
- Relevant laws
- Jurisprudence/decided cases
- Doctrines

Responsibility and authority

- **Chairman appeal committee of the Board of Directors**

- Responds to all appeal cases resulting from non-remittance of contributions as well as medical claims

- **Director General**
- Approves cases to be filed with the Courts of law
- Receives summons from courts of law and forwards them to Legal Affairs for follow up.

- **Legal Affairs office**
- Receives summons from DG'S office and appoints State Attorney to handle the cases;
- Follow-up the court cases assigned to State Attorneys;
- Updates the management on the progress of court cases.

- **State Attorneys**
- Represents the Institution in the Courts of law;
- Prepares defense/submissions to be forwarded to the plaintiffs and court handling the case;
- Participates in the amicable settlement of the case and withdraws the case from court but with approval of the management;
- Lodge an appeal after approval from Management and
- Recommends the management not to appeal on cases that the institution is likely to loose and pay more damages at the level of appeal;
- Prepares all relevant documents required in handling the court cases.

Description of process
External cases

- The Legal Affairs receives court summons from DG's office and assigns
  The case to the State Attorney;
- The State Attorney prepares submissions and forwards them to the court as well as the plaintiff
  within the time limits prescribed by the law;
- The State Attorney attends/pleads in the hearing and makes report on the progress of the case;
- The State Attorney submits the report to the Legal Affairs who later forwards it to the DG's
  office. This report is done whenever there is hearing /pleading;
- If the court case is not made in favor of MMI, the State Attorney may lodge an appeal;
- The state attorney in consultation with the Legal a f f a i r s canals ore commend to the
  management for an amicable settlement of the case or withdraw of the case if deemed
  necessary;
- When the case is not made in favor of MMI, the State Attorney requests the management
  to execute the case as per the court ruling;
- The State attorney makes a follow up of the case until it is finalized;
- When the case is made in favor of MMI, the State Attorney requests for the copies of
  judgment and files them for further references.

Internal cases

- The legal affairs receives request for legal opinion from DG's Office/Department/Unit on
  whether to submit the case to court or settle it amicably;
- The Legal Affairs can advise to settle the case amicably depending on the facts of the case or advise the
  management to file the case with court of law;
- In case the case is to be filed with the court, the legal affairs drafts a memo
  Addressed to DG's office requesting for ago ahead to lodge the case to court;
- After DG's approval, the Legal Affairs assigns the case to the State
  Attorney to lodge the case in the courts of law;
- The State Attorney prepares submissions/ defense together with the claim and submits them
  to court. The submissions are also summited to the defendants;
- The State Attorney pleads the case as per the courts schedule and continues to follow up the case
  until it is decided on definitively;
- When the case is made in favor of MMI, the State Attorney makes a follow up on the
  execution of the court ruling;
- When the case is not made in favor of MMI, the State Attorney requests the management
  to execute the case as per the court ruling.

Records

- The list of litigations as well as judgments
- Copies of Judgment, court summons and submissions

Flowchart
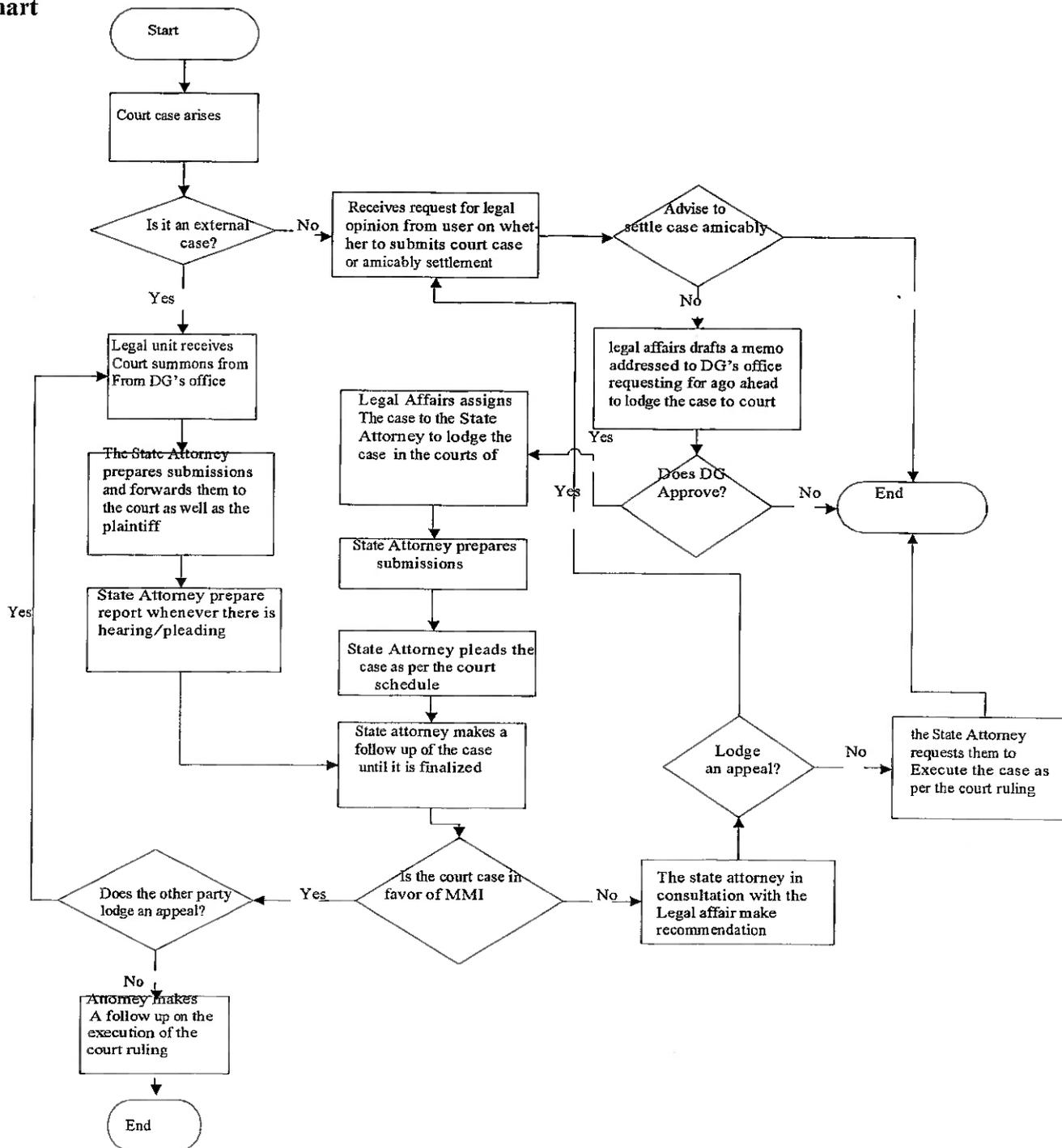
6.3 Drafting legal instruments process

The purpose of this process is to highlight the steps taken in drafting, follow-up and implementation of the laws.

Inputs:

Input1: Identified gaps in the laws regulating Medical insurance as well as unfair provisions of the law that   affect the beneficiaries

Input2: Identified Policy gap and guidelines

Input3: The request for reform in some areas

Measurable objectives

Key Performance Indicators	Minimum Standards
Existence of a fair law	100% fair
Existence of a simple and clear law	100% clear and drafted in 3 official languages and published in the Official Gazette

References:

Internal

- Relevant policies
- Relevant reports

External

- Constitution of the Republic of Rwanda
- Laws and orders governing Medical insurance
- Legal texts
- Doctrines

Responsibility and authority

- **Ministry of Defense**

- Approves the draft law and submits it to the parliament

- **Board of Directors**

- Approves Policies

- **Director General**

- Approves the draft law and submits it to the line Ministry
- Reviews and submit policy to the Board of Directors for approval

- **Legal Affairs**
- Drafts or amends the law/policy
- Verifies the draft law/policy and forwards it to DG for approval
- Analyses and identifies the gaps in the law as well as identifying unfair provisions of the law

Description of process

- The legal adviser analyses the gaps identified in the law/policy as well as other unfair provisions of the law and prepare report to DG;
- The Legal officer forwards the report to DG's Office for consideration and approval;
- After DG's approval, the Legal Affairs drafts/amends the law/Policy;
- The Legal advisors in consultation with the concerned Department/Unit immediately commence with the drafting of the law/Policy;
- After the law/policy is drafted, it is forwarded to Legal Affairs for verification;
- The draft law/policy is then presented to the management for their inputs. The policy is submitted to the Board of Directors for approval;
- After incorporation of the input of the management, the draft law is forwarded to the line Ministry for consultation with stakeholders;
- The draft law agreed upon by the line Ministry and stakeholders' is presented to the Parliament by the line Ministry for discussion;
- The Parliament discusses the draft law and forwards it to the higher chamber of deputies;
- The draft law is again forwarded to the president's office for signature;
- From the president's office it is submitted to the Minister of Justice forseal;
- The draft law is submitted to the Prime Minister's Office for publication in the Official Gazette of the Republic of Rwanda;
- Legal Affairs makes a follow up on the draft law until it is enforced;
- The published Laws are filed by the Legal Affairs and other copies are kept in the library for reference.

Records
- Published Laws
- Policy

Flowchart:
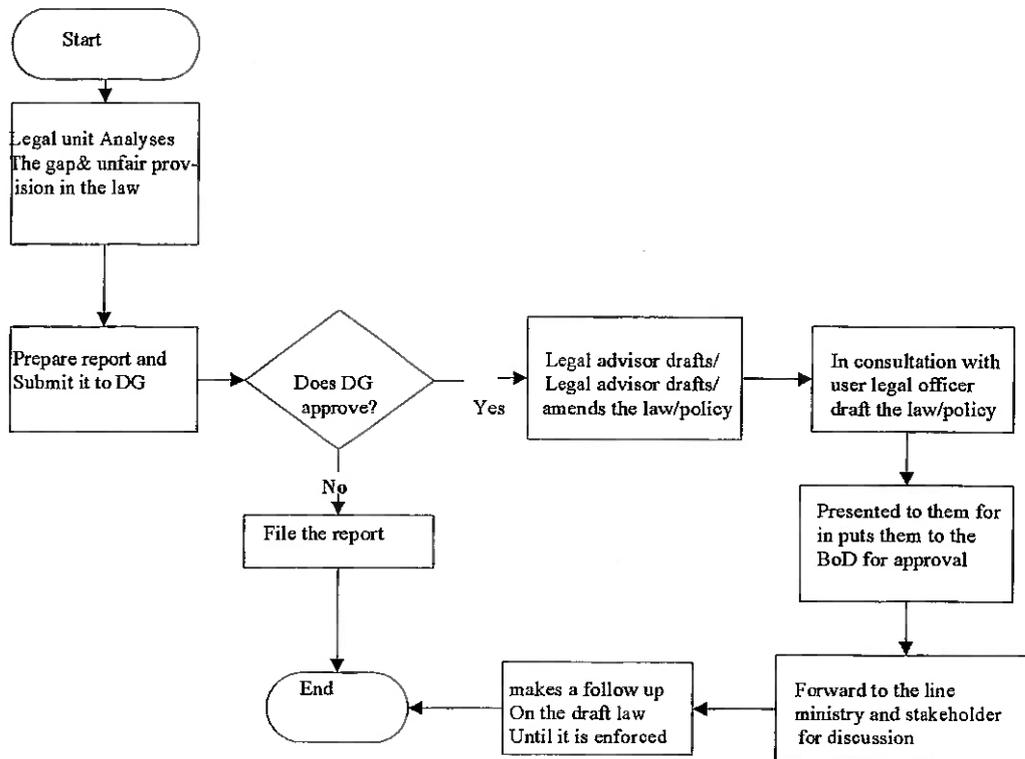
6.4. Contract drafting process

The contract drafting involves drafting, reviewing, amending and follow-up of the contracts and Memorandum of Understanding(MOUs).

Input1: Request for review or draft of contracts;

Measurable objectives

Key Performance Indicators	Minimum Standards
Existence of drafted and signed contracts	Timely drafted and signed contracts
Existence of Clear contracts	Contracts with no ambiguity
Compliant with laws and procedures	100% compliant

References
Internal
- Contract templates
- Relevant reports
- Tender documents
- MOU templates

External
- Law on contractual obligations
- Other relevant laws

Responsibility and authority
- **Director General of MMI**
- Approves and signs contracts

- **Department and units**
- Insure that the other party to the contract sign the draft contract before its submission to DG's office for signature
- Forwards draft contracts to DG's office for approval and signature
- Responsible for implementation of the contract

- **Legal Affairs**
- Receives request for review or to draft contracts from Departments/Units;
- Reviews contracts to be signed by DG;
- Signs as a witness on contracts.
- Forwards drafted contracts to DG for signature as witness

Description of Process
- The Legal Affairs receives and registers requests from DG's Office/Departments/Units to draft or review contracts;
- The Legal affairs draft, review and forward the draft contracts to D G For consideration/signature after being registered in the outgoing register;
- After DG's signature, the party to the contract is given one original copy and the other Is forwarded to Legal Affairs for filing;
- The user Department/Units are also given copies for follow up of the implementation and the central secretariat is given a copy for filing.

Records
- Signed Contracts

Flowchart:

```
                    ┌─────────────┐
                    │    Start    │
                    └──────┬──────┘
                           │
                           ▼
             ┌──────────────────────────┐
             │ Legal affairs receives and│
             │ Registers requests from   │
             │ User to draft or review   │
             │ contracts                 │
             └────────────┬──────────────┘
                          │
                          ▼
             ┌──────────────────────────┐
             │ Legal Adviser then        │
             │ Drafts or reviews         │
             └────────────┬──────────────┘
                          │
                          ▼
   ┌────────────────────┐   ┌────────────────────┐   ┌────────────────────┐
   │ Forward the draft  │   │ legal Affairs signs│   │ User invite the    │
   │ contracts to DG for│──▶│ the contract as a  │──▶│ other party to the │
   │ consideration/     │   │ witness forward it │   │ contract to sign   │
   │ signature          │   │ to user            │   │ the draft contract │
   └────────────────────┘   └────────────────────┘   │ and then forward   │
                                                      │ it to DG's office  │
                                                      │ for signature      │
                                                      └─────────┬──────────┘
                                                                │
                                                                ▼
   ┌──────┐  ┌────────────────────┐   ┌────────────────────┐  ┌────────────────────┐
   │ End  │◀─│ Users are also given│◀─│ The party to the   │◀─│ User forward the   │
   └──────┘  │ copies For follow up│  │ contract is given  │  │ draft contract to  │
             │ of the implementa- │  │ one original copy  │  │ DG's office for    │
             │ tion and the Central│  │ and the other is   │  │ signature          │
             │ secretariat is given│  │ forwarded to legal │  └────────────────────┘
             │ a Copy for filing   │  │ affairs for filing │
             └────────────────────┘  └────────────────────┘
```

7. FINANCIAL PROCESS

This process is about preparation of Budget, Planning, contribution accounts management, debt recovery, financial statements payment, f investment

7.1. Budget preparation process

This process shows process followed in the preparation of the annual budget from different units up to its approval

Inputs

Input 1. Budget template

Input 2. Budget from different units

Input 3. MMI strategic/action plan

Measurable objectives

Key performance indicators	Minimum standards
Approved consolidated budget	Comprehensive
	100% comply with supervisory bodies guidelines

References

Internal

- Existing MMI Process and procedures
- MMI strategic/action plan
- Previous budget execution

External

- BNR/ MINECOFIN guidelines

Responsibility and authority

Board of directors

- The BoD assesses and approves the institutional budget;

Director General

- Reviews and presents the consolidated budget to the senior management committee for inputs;
- Presents the consolidated budget to the board of directors for approval;

Director of Finance

- Coordinate the whole budget preparation process;
- Reviews the budget format;
- Reviews, consolidated budget and forward it to the director general for approval;

Budget and treasury officer

- Prepares budget format/ template;
- Receives, consolidates departmental budget and forward it to Unit director for reviews;
- Records the approved budget into the system (software);

Description of the process

- Budget officer prepares the budget format/ template and forwards it to the director of finance for review and approval;
- In consultation with the Unit directors, Director of finance approves the template and forwards it to the senior management team requesting to prepare their respective budget proposal
- The unit directors receives departmental/units budget proposal and makes preliminary review with finance director;
- Budget officer receives departmental/units budgets proposals, prepares the consolidated budget and forwards it to Director of finance for Review
- Director of Finance in consultation with departments/ units directors, re-assesses the consolidated budget and forward it to DG's office
- The DG presents MMI consolidated budget proposal to the SMT for observations and comments

- After incorporation of SMT inputs, the DG presents the consolidated budget to the BoD for discussions and approval
- The approved MMI budget is communicated to SMT for implementation

Budget revision

The budget is revised once year for the incorporation of new initiatives and adjustments

- During budget revision, the director of finance requests SMT to submit their budget within specified time limits;
- After submission of the revised budget proposal by departments/units, the existing budget is modified accordingly by budget officer and its approval follows the hierarchical order till BoD

Records

- Approved budget

7.2. Payment process

This process shows all the processes involved in making technical administrative /operational, investment expenditures and responsible staff

Inputs

Input 1. Approved budget
Input 2. Payment requests
Input 3. Contacts

Measurable objectives

Key performance indicators	Minimum standards
Proof of payment	Authentic, timely, clear and accurate

References
Internal

- Approved budget
- Payment requests
- Contracts
- Process and procedure manual

External

- Relevant Laws and regulations

Responsibility and authority
Director General

- Authorizes payment;

Director of finance
- Approves payment

Payment Officer
- Receives, Verifies payment requests;
- Posts payment request in the system and forward to director of finance for approval;

Budget officer
- Reviews payment and forward to head of payment request for endorsement

Description of the process
After receiving payment requests accompanied by relevant supporting documents from different user department/units, the Director of finance forward the request to head of payment for review and processing.

Every nature of expenditure has its minimum required supporting documents as shown below:

Medical and pharmaceutical expenditures
List of Medical/pharmaceutical invoices bearing names of beneficiaries, account number, benefit amount approved by director of Operations Unit;

Investment expenditures
Financial instrument expenses
Bonds/treasury bills and fixed term deposits
Bank offer, central bank tender notice and management decision approved by DG

Administrative and operational expenses
Tender documents, contracts/purchase order, approved budget requisition form, approved delivery note/ performance report, approved invoice, performance guarantee, payroll approved by director of administration

Payment process
- After reception of payment request from user department/unit with all relevant supporting documents as described above, the director of finance forwards the payment requests to the head of payment for review, and initiation of payment process
- the head of payment reviews then forwards the payment request to the budget and treasury officer to verify the availability of fund on the budget line and relevancy of supporting documents;
- After recording into the system the head of payment prepares payment order and forward it to the director of finance for approval
- After approval, The director of finance forward the payment request to the account to prepare cheque/Payment order and send it back to director of finance for signature who in turn forward it to DG for authorization

- The DG authorizes the cheque/ Payment order and forward it to director of finance for last payment;
- After payment, the accountant records the transaction into the system and the payment document is filed for future reference.

7.3. Budget execution process

The budget officer prepares the budget execution report at the end of every month and submit it to the director of finance who forwards it to DG for monitoring and evaluation

Records

- Proof of payment
- Budget execution

Flowchart

```
Start
The payment
```

Head of Finance & Contribution Department receives the payment request → **Verifies relevant supporting documents** → **Relevant Supporting Document Ok?**

No → (loop back to Head of Finance)

Yes → **Director reviews and forwards the request it to Budget and treasure Offr**

Receive Additional Supporting document

Request approved? → No → Receive Additional Supporting document

Yes →

Budget Officer records the requested amount ← **Unit Director submits the request to Officer for payment initiation** ← Yes ← **Is the thorough analysis Successful?** ← **Unit Director does thorough analysis and payment processing** ← Yes

No →

Budget Officer forwards payment order/cheque to competent authority for approval and signature

Budget Officer files the payment documents for future reference

Receive Additional supporting document

```
The payment
Ends
```

7.4. Financial statement preparation process

This process entails steps taken in the preparing financial statement which involves bank reconciliation, general accountant ledgers and preparation of financial statements.

A complete set of financial statements is comprised of:

- Statement of profit and loss and other comprehensive income statement,
- Statement of financial position
- Statements of charges in reserves
- Statements of cash flow
- Ratio analysis and related risks
- Explanatory notes

Inputs

Input 1. Bank statements

Input 2. Pay slips

Input 3. Cash book

Measurable objectives

Key performance indicators	Minimum standards
A complete set of financial statements	Timely audited financial statements
	Complying with international financial reporting standards

References
Internal
- Relevant policies
- Previous audited financial statements and management letter

External
- International financial statements standards

Responsibility and authority
Board of directors
Discusses and approves the audited financial statement

External auditors
- Audit the financial statements;
- Give audit opinions and recommendations;
- Certify the financial statements;

Director general
- Reviews and approves the draft financial statements
- Ensure that issues raised by external auditors are addressed

Director of Finance
- Analyzes, reviews and submit the draft financial statement to DG for further review and approval;
- Supervise the preparation of the financial statement;

Accountant
- Maintain books of account;
- Data reconciliation;
- Prepare draft financial statements;
- Do adjustments as deemed necessary;
- Submit the draft financial statement to director of finance;

Description of the process
- Data entry is done by user department/unit;
- The accountant carries out data reconciliation, justify the account balance, and makes

necessary adjustments;

- After accounts reconciliation, the accountant runs the trial balance for the concerned financial period;
- The trial balance is reviewed by the director of finance;
- After the trial balance is ready, the director of finance closes the system to prevent further data entry in the period ended;
- After closing the system, under supervision of director of finance, accountants prepare a draft financial statement and submit it to the director of finance for review;

Records
- Financial statements

7.5. Debt recovery process
The process cover debt recovery exercise and the procedures involved.

Inputs:
Input1: Employers 'data bank;
Input2: List of other Debtors;

Measurable objectives

Key Performance Indicators	MMI Minimum Standards
Recover all recoverable debts	100% recovery

References
Internal
- Debt recovery Policy
- Finance and Contributions Policy

External
- Relevant Laws
- Court Decision

Responsibility and Authority
Director General
- Approves and signs all legal documents;

Director of finance
- Checks and verifies accuracy of documents and submits to DG for approval;

Recovery officer

- Checks and verifies accuracy of documents and submits to Director Finance for approval;
- Prepares weekly, monthly, quarterly and annual reports;
- Contact/visit the client;
- Initiate debt recovery documents and forwards for approval;

Description of process

- On regular basis, debt recovery officers checks into MMI system and lists all debtors including RSSB with their corresponding due amount to MMI;
- After generating the list of debtors, debt recovery officer visits (emails, calls on phone) the debtor and, distributes documents to him/her screening his/her debts status and requesting to pay or provide modalities of payment;
- There after visits outputs are recorded and a report is generated;
- One month after the first visit, if the debtor didn't neither pay nor provide the modalities of payment, the debt recovery entity prepares a warning letter and submits it to the debtor after being signed by Director General;
- After the warning letter is issued and still the client doesn't comply, MMI may where necessary refer a debt recovery matter to legal advisor of the entity to take legal demand actions and possible legal proceedings in competent court of law.

Records:

- Proof of payment

7.6. Contributors' account management process

This process entails steps taken in managing member's contribution accounts from member's registration, contributions remittance to account and list update.

Inputs

Input 1. Contributor's registration database
Input 2. Contributions declaration and remittance
Input 3. Payment slips

Measurable objectives

Key performance indicators	Minimum Standards
Employers and employees' accounts updated	Contribution accurately and timely reconciled

References
Internal

- Contributors' records;

External
- Relevant Laws;

Responsibility and authority:
- **Director General**
- Providing overall guidance in regard of managing contributors' account

- **Director of Finance**
- Monitoring the process of contribution from different employers

- **Recovery officer**
- Coordinates the process of verification of contribution
- Reviews report of detected errors and authorizes errors correction;
- Assesses non-compliant employers;
- Supervises the reconciliation of declaration with remitted contributions;
- Supervises the exercises of monitoring of contributors' registration and review the analysis made on daily basis and reports on any error identified to be corrected;
- Identifies pay slip and forwards a copy to Finance Unit

Employers' accounts update
- The recovery and accountant officers analyzes account status;
- After analyzing the account status, the identified anomalies are corrected where possible or forwarded to the concerned party in case there is a need for intervention of third party (employer, audit, accounting, enforcement, etc.).
- On monthly basis collected contributions are reconciled with cash book;
- When reconciling proper adjustment are carried out either directly or through
- Adjusting Entries from Finance Unit;
- After reconciliation, data are write-protected and posted to general ledger.

Employees' list update
- The recovery officer in collaboration with the membership and affiliation officer analyzes list
- After analyzing the list status, they identify the black listed members/contributors.

Records
- Payment Slips and list of contributors
- Monitoring reports
- Updated members' list;

Flowchart

```
                              ┌──────────┐
                              │  Start   │
                              └────┬─────┘
                                   │
                                   ▼
   Employers                    ◇ The service ◇                 Employees'
   accounts                                                     accounts
   update                                                       up date
                                                                         │
                                                                         ▼
                                                            ┌─────────────────────┐
                                                            │ Recovery officer    │
                                                            │ analyses employees  │
                                                            │ accounts status     │
                                                            └──────────┬──────────┘
┌────────────────────┐  ┌──────────────────┐                          │
│ Recovery           │  │ Recovery Officer │   ┌────────────────┐      ▼
│ Officer analyses   │  │ analyses account │   │ Declaration    │  ┌─────────────────┐
│ inquiry From       │  │ status           │   │ from           │  │ Recov Officer   │
│ employer           │  │                  │   │ contributors   │  │ analyses non-   │
└─────────┬──────────┘  └────────┬─────────┘   └───────┬────────┘  │ updated quarters│
          │                      │                     │           └────────┬────────┘
          ▼                      ▼                     ▼                    │
      ◇ Response ◇           ◇ Any anomaly ◇      ┌─────────┐               ▼
        Provided?                               │ Verify  │◄──┐  ┌─────────────────┐
   No                         No       Yes      └────┬────┘   │  │ Recov officer   │
          │ Yes                   │                  │        │  │ update account  │
          ▼                       ▼                  ▼        │  │ Periods and     │
    ┌──────────┐           ┌────────────┐        ◇ Ok? ◇  No  │  │ update account  │
    │ Make     │           │ Correct    │            │   ──►Rectify└────────┬────────┘
    │ adjustment│          │ anomalies  │         Yes│                      ▼
    └──────────┘           └────────────┘            ▼           ┌─────────────────┐
    ┌──────────────┐                          ┌──────────────┐   │ Recov officer   │
    │ Assess non   │                          │ identify     │   │ searches for    │
    │ files Based  │                          │ payment slip │   │ missing Periods │
    │ on the Law   │                          │ record number│   │ and update acct │
    └──────────────┘                          └──────┬───────┘   └────────┬────────┘
                                                     ▼                    ▼
                                            ┌──────────────┐   ┌─────────────────┐
                                            │ Forward copy │   │ Use archive to  │
                                            │ to bank      │   │ up date         │
                                            │ reconciliation│  │ employee's      │
                                            └──────┬───────┘   └────────┬────────┘
                                                   ▼                    ▼
                                            ┌──────────────┐   ┌─────────────────┐
                                            │ File the     │   │ Provide answers │
                                            │ declaration  │   │ fr inquiries    │
                                            │ Document     │   │ received        │
                                            └──────┬───────┘   └────────┬────────┘
                                                   │         Yes        ▼
                                                   ▼              ◇ Are the periods ◇
                              ┌──────────┐      ┌──────────────┐    Found?
                              │   Ends   │◄─────│ Address letter│      │ No
                              └──────────┘      │ to concerned  │◄─────┘
                                                │ employer      │
                                                └──────────────┘
```

Management of Petty Cash

Following the Ministerial order no 001/16/TC/dated26/01/2016 on Petty cash ceiling, the amount has been set at 500,000 Frw (Five Hundred Thousand Franc Rwandais).

Current Account Balance
Responsibilities and Authorities

-Board of Directors
- Approves the amount of current account

- Director General
- Review the amount of current account and submit it to BOD for approval

-Director of Finance
- Propose the amount of current account and submit it to DG for review
  The current account balance is 800,000,000Frw (Eight hundred Million Francs Rwandais) (ceilling depending on payments requirements)

7.7. Planning process

Planning process involves setting clear organization's vision, mission, goals and objectives, environmental scanning as well as formulating strategies and targets. The process involves developing and consolidating Institutional strategic and action plans.

Input

Input1 : Strategic/Action plan template
Input2: Departments/DG/Units Strategic/Action plans
Input3 : Draft Consolidated Strategic/Action plans

Measurable Objectives

Key Performance Indicators	Minimum Standards
Strategic Plan document in place	Comprehensive and approved by the Board
Action Plan document in place	Comprehensive and approved by the Board

References:
Internal
- Mission/Vision
- Other management orientations

External

- Relevant laws and regulations
- Vision2020
- National Dialogue recommandations
- Other national orientations/priorities

Responsibility and Authority

- **Board of Directors**
- Approves the Strategic/Action Plans

- **Director General**
- Spear heads management meeting reviewing Strategic/Action plans,
- Presents Strategic/Action plans to the MMI Board of Directors for approval.

- **Director of Finance**
- Reviews consolidated Strategic/Action plans and forwards them to the Director General

- **Planning officer**
- Spear heads the exercise of designing the Strategic/Action plans template,
- Provides guidance to Departments/DG/Units to establish their strategic/Action plans
- Coordinates the exercise of consolidating Strategic/Action plans.
- Designs the Strategic/Action plans template,
- Consolidates the strategic/Action plans from various departments and come up with one document.

Description of Process

- The Director of Finance requests all directors to prepare and submit the strategic/action plans for the irrespective departments/DG/Units inconformity to the prepared template not later than 31stMarch of every 3years/1year;
- The departments/DG/Units, with guidance of the Director of Finance/Planning prepare and submit their strategic/action plans to Planning office;
- Planning and Statistics officers conducts SWOT analysis and consolidates all Departmental/DG and Units plans and submits to DG
- The Director of Finance reviews and forwards the consolidated plan to DG's office for review and presentation to the Senior Management Team for inputs;
- The reviewed consolidated Plan is forwarded to the Board of Directors for approval;
- The approved plan is then communicated to MMI management for implementation.

Records

- Strategic plan document
- Action plan Document

Flow-chart

```
                    ┌──────────┐
                    │  Start   │
                    └──────────┘
                         │
                         ▼
              ┌────────────────────┐
              │ Request all users to│
              │ prepare and submits │
              │ their strategic/action│
              │ plan               │
              └────────────────────┘
                         │
                         ▼
    ┌────────────────────┐      ┌─────────────┐          ┌──────────────────────┐
    │ Planning office    │◄─No──│ Is the plan │──Yes────►│ Forwards the         │
    │ conducts SWOT      │      │ accepted    │          │ consolidated plan to │
    │ analysis and       │      └─────────────┘          │ DG,s office for      │
    │ consolidates all   │            ▲                  │ review and           │
    │ users plans        │            │                  │ presentation to the  │
    └────────────────────┘            │                  │ SMT for inputs       │
              │                       │                  └──────────────────────┘
              │              ┌───────────────────┐                  │
              │              │ Submits it to     │                  ▼
              └─────────────►│ Director of       │        ┌──────────────────────┐
                             │ Finance/for review│◄──┐    │ The reviewed         │
                             └───────────────────┘   │Yes │ consolidated plan is │
                                                      │    │ forwarded to BoD for │
                                                ┌─────────────┐    └──────────────────────┘
                                                │ Is the plan │            │
                                                │ approved    │◄───────────┘
                                                └─────────────┘
    ┌──────────┐   ┌──────────────────┐   Yes        
    │   End    │◄──│ The approved plan │◄───┘
    └──────────┘   │ Is communicated   │
                   │ to management for │
                   │ Approval          │
                   └──────────────────┘
```

7.8. Investment process

Investment processes entails identification of investment opportunities and analysis process

Identification of investment opportunity and analysis process

This process involves steps taken in identifying and analyzing investment opportunities

Inputs

Input 1: Internal research report done by investment analyst

Input 2: Management/ BoD proposals (investment and treasury committee)

Input 3: External sources (stock exchange, central bank offers, commercial bank offers, RDB, local authorities, potential investors)

Measurable objectives

Key performance indicators	Minimum standards
Investment project proposal report	A comprehensive and well scrutinized report
Investment allocation as per IPS	100% compliance as per IPS
Return on investment (ROI)	2% Above inflation
Investment within risk tolerance limits	100% within risk tolerance level

References

Internal

- MMI investment policy

External

- Relevant laws
- Central bank investment regulations
- Industrial trend report in Rwanda
- Market trend reports
- International reports
- Regional reports

Responsibility and authority

MMI board of directors

- Review and authorizes investment proposals that falls under their responsibilities

Director General

- Reviews and approves investment proposals that falls under his responsibilities
- Reviews and forwards to BoD investment proposals that are beyond his responsibilities

Director of finance

- Reviews the project proposals and make further analysis
- Re-evaluates the feasibility of the project, compliance to the internal guidance
- Approves investment proposals and forward them to DG for authorization

Investment and portfolio officer

- Identify, analyze, and give recommendations/ project findings

Description of the process

- The investment officer identifies possible investment opportunities. The investment officers also Receives requests of investment opportunities from management and other external sources;
- The investment officer conducts field visits for data collection;
- The investment officer conducts investment feasibility studies, verify whether the opportunity

fits into the requirements of the investment policy and MMI risk appetite;

- The investment officer recommends the projects that are viable as per requirements of the investment guidelines and forwards the proposal to the director of Finance for review and approval;
- The Director of finance reviews and submits the report to the office of DG for authorization. For the investment projects that is beyond DG's limit, the investment proposal report is submitted to BoD for approval and authorization

Records

- Research reports
- Minutes of the Investment committee

Flow chart
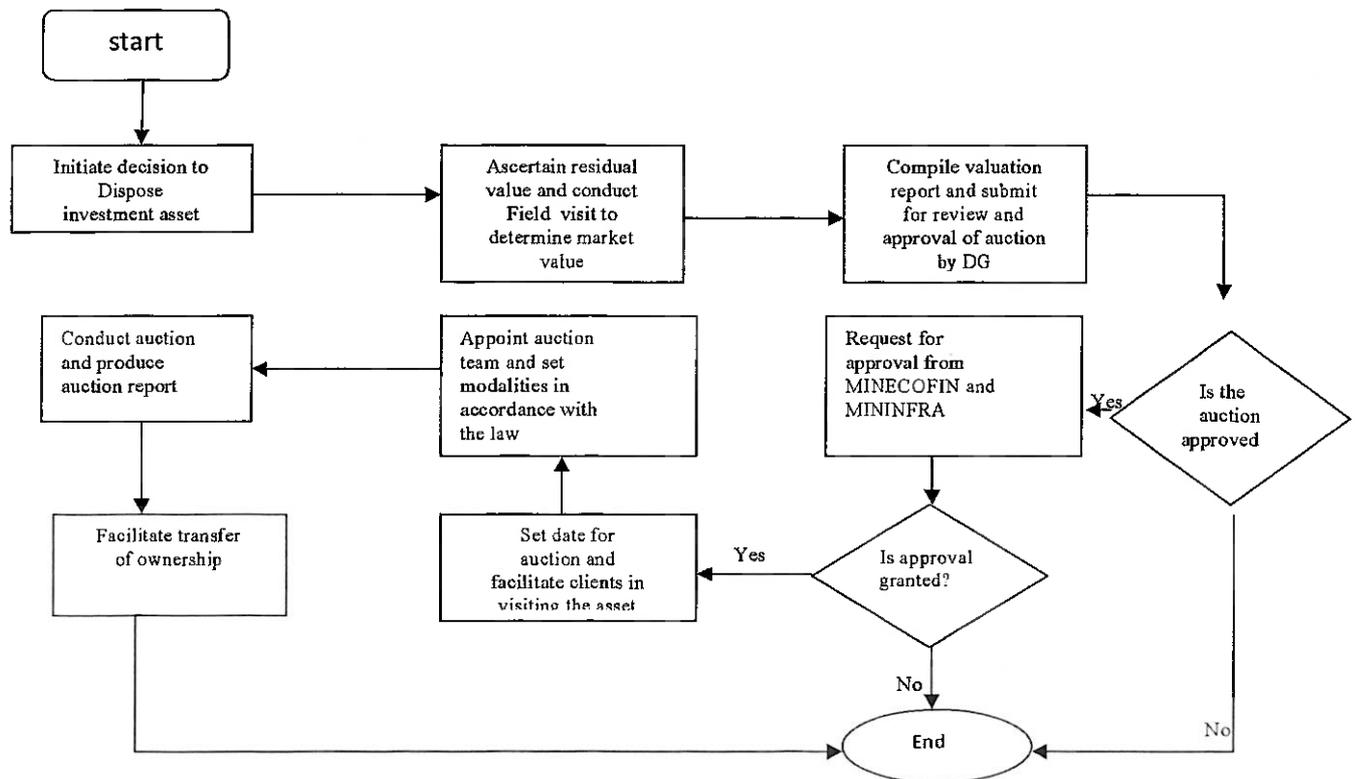
8 INFORMATIONTECHNOLOGY PROCESSES

IT process encompasses processes of System analysis, management of users' requests process, Database management, Network management and System maintenance process.

8.1 System analysis process

This process maps out the steps taken in identifying the requirements to address different issues for IT System improvement to meet the MMI goals.

Input

Input1: User Department's needs

Input2: System analysis plan

Measurable objectives

Key performance indicators	Minimum standards
System analysis report	Comprehensive
System document	Comprehensive and specific
System upgraded	Meeting users' needs

References:

Internal:

- ICT System upgrading policy
- System Documentation
- MMI Organizational Structure
- MMI Process and Procedure manual
- MMI Business Process

Responsibility and Authority

Director of ICT unit

- Receives, reviews and Approves documents from Senior Business Analyst,
- Discusses with concerned entity (Department, Units).
- Approves the developed solution.

Software Engineer

- Receives and interprets findings,
- In collaboration with Business analyst upgrades system as per the findings,

Senior Business Analyst

- Receives, reviews all drafted documents   from Business Analyst and forwards to software Engineer for interpretation and programming,

Business Analyst
- Prepare the analysis plan
- Carryout Gap/preventive analysis.
- Documents findings,
- Translate findings into user application requirements,
- Upgrade System Analysis documents and records and submits to Senior business analyst.

Description of process
- The Senior Business Analyst in collaboration with Business Analyst Officer drafts an analysis plan at the beginning of the year and submits it to the D IT for approval,
- After the approval, the Business Analysts under the supervision of the Senior Business Analyst collect procedure &operational manuals from Units, and analyze them by identifying gaps and redundancies in comparison to the system operations,
- After identifying gaps and redundancies, the Business Analysts consult Staff from the concerned Units for clarifications,
- Business Analysts in collaboration with the Senior Business Analyst produces a document showing gaps and redundancies to be sorted out and possible solutions,
- The Senior Business Analyst after the Director's comments are incorporated, the Director arranges meetings with different Units to discuss the effectiveness of the envisaged remedial measures,
- After considering the various opinions discussed in the meetings, a final document is prepared and forwarded to the Senior Software Engineer for implementation or to the concerned Unit in case modifications are on procedures& operational manuals,
- Any changes made by the Software Engineer have to be verified and validated in collaboration with the Business Analyst and the staff responsible from the concerned Unit,
- After making all proposed changes and testing the results, the Senior Business Analyst drafts and submits a report to the Director of IT Unit for approval and communication to concerned users.

Records
- Analysis Plan,
- Users' request Log,
- Analysis findings.

Flow Chart:

```
                    ┌─────────────────┐
                    │     Start       │
                    │ System Analysis │
                    └────────┬────────┘
                             │
                    ┌────────▼────────┐
                    │Prepare Analysis Plan│
          ┌────────►│And get approval from│
          │         │DITU             │
          │         └────────┬────────┘
       Not│                  │
          │         ┌────────▼────────┐         ┌──────────────┐
          │         │   Approved?     │───Yes──►│Collect procedure│
          └─────────┤                 │         │and operational │
                    └─────────────────┘         │Manuals from units│
                                                 └────────┬───────┘
                                                          │
                                          ┌───────────────▼──────┐
                                          │Identify gaps and     │
                                          │Redundancies in       │
                                          │Procedure and         │   ┌──────────────┐
                                          │Operational manual    │──►│Documents gaps and│
                                          └──────────────────────┘   │Possible solutions│
                                                                     └──────────────┘
```
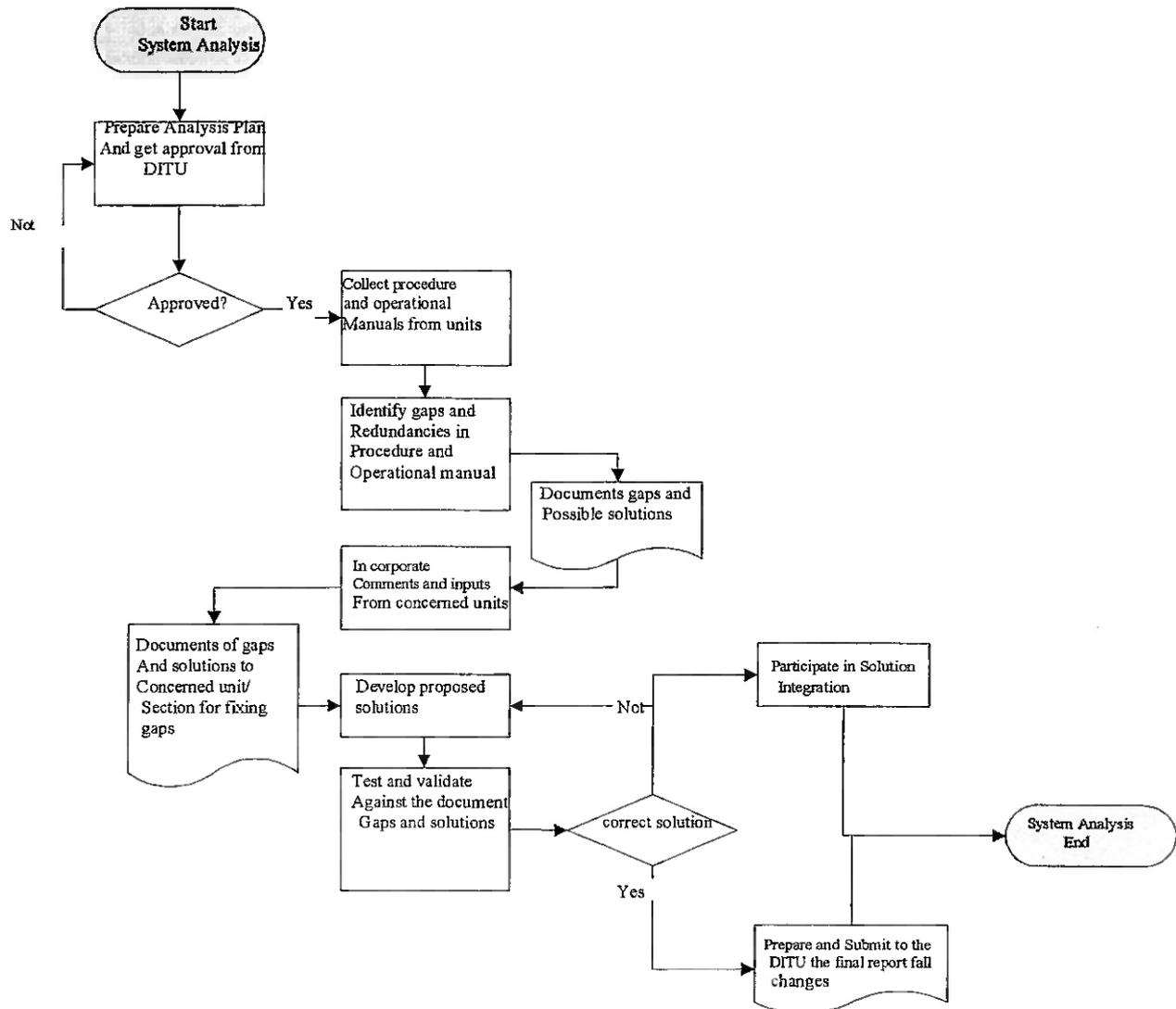
8.2 Users' requests management process

The process describes how the IT Unit deals with the requirements from different stakeholders in terms of IT related services provision.

Input:

Input1: User's request

Input2: User's request form

Measurable objectives

Key performance indicators	Minimum standards
Daily Users' requests log	Daily Users' requests documented at100%
Response log of Users' requests	Users' requests responded at100%

References:
Internal
- Analysis Plan
- MMI Process and Procedure manual
- MMI Business Process

Responsibility and authority
- **Director of IT unit**
- Validates the user's request,
- Discusses with concerned (Department, Units),
- Approves the solution provided.

- **Senior Business Analyst**
- Reviews all drafted documents from Business Analyst,
- Reviews and approves solution provided by business analyst.

- **Business Analyst**
- Conducts requirement analysis,
- Documents user's request,
- Designs and develops a solution with concerned IT Staff,
- Tests and documents solution,
- Delivers solution to concerned entity,

- **IT Officer**
- Integrates logical solution into physical solution,
- Tests the developed solution.
- Updates user's request log, response log,
- Upgrade System Analysis documents and records and forwards to Business analyst.

Description of process
- The Business Analyst prepares the User's request form to be reviewed by senior business Analyst before being approved and shared to all staff by Unit Director for official use;

- By using the user request form, the Staff submits the request to business analyst section and the Unit Director which is forwarded to the business analyst officer for further analysis;
- The business analyst officer consults Staff from the concerned entity for clarifications and further analysis;
- The business analyst officer proceeds in documenting the request and in collaboration with concerned IT Senior Officers, decides the solution which is communicated to senior business analyst before its implementation;
- After the solution development, in collaboration with the solution developer, the business analyst tests the solution against the user's request and logical solution design;
- Upon successful test, the business analyst officer and requesting party sign on the user test acceptance to certify the accuracy of the provided solution, before making the final report which is submitted to the senior business analyst and a copy to Unit director;
- The business analyst documents the user acceptance test, updates the response log which are shared with senior business analyst and Unit director for information and observation;
- The business analyst officer proceeds in implementing the solution accordingly and documents also the implementation process are port of which is submitted to senior business analyst and Unit director for information.

Records:
- Response log,
- Implementation document,
- Analysis Plan,
- Request for service Log,
- User acceptance test Document,

Flow-chart:

```
                         ┌─────────────────┐
                         │     Start       │
                         │  User' requests │
                         │   management    │
                         └────────┬────────┘
                                  │
                                  ▼
┌──────────────────┐   ┌──────────────────┐
│  Share URF to all│◄──│  Prepare User's  │
│ Staff for official│   │ Request Form(URF)│
│       use        │   └────────┬─────────┘
└────────┬─────────┘            │
         │                      ▼
         │          ┌──────────────────┐      ┌──────────────────┐
         └─────────►│  Receive User's  │─────►│ Document received│
                    │   Requests for   │      │   requests and   │
                    │     analysis     │      │ proposed solutions│
                    └────────┬─────────┘      └──────────────────┘
                             │
                             ▼
                    ┌──────────────────┐
                    │ Submit document to│
                    │  Concerned line  │◄──────┐
                    │ Authority for review│     │
                    │   And approval   │       │
                    └────────┬─────────┘       │
                             │                 │
                             ▼                 │
                        ◇ Approved? ◇──Not─────┘
                             │
                             ▼
                    ┌──────────────────┐
                    │  Follow up the   │
              ┌────►│    Solution      │
              │     │   Development    │        ┌──────────────────┐
              │     ├──────────────────┤        │ Submit the solution│
              │     │ Test and Validate│───────►│ Provision report to│
              │     │ developed solution│       │     the DTU      │
              │     │ against the      │        └──────────────────┘
              │     │ document gaps    │                  ▲
              │     │ and solutions    │                  │
              │     └────────┬─────────┘        ┌──────────────────┐
              │              │                  │ Participate in solution│
              │              ▼                  │   integration    │
             Not       ◇  Correct  ◇────►       └──────────────────┘
              └────────◇  proposal  ◇                    ▲
                                    │                    │
                                    ▼          ┌──────────────────┐
                          ┌──────────────────┐ │  System analysis │
                          │  Sign the User   │ │       End        │
                          │ Acceptance Test(UAT)│ └────────────────┘
                          └──────────────────┘
```

8.3 IT system maintenance process

The process describe show the IT Unit deals with the maintenance service provision, from
The users' needs identification up to the production of maintenance report.

Input:

Input1: IT Maintenance plan;

Input2: IT maintenance request;

Input3: MMI IT Infrastructure,

Measurable objectives

Key performance indicators	Minimum standards
IT Maintenance plan in place	Comprehensive
Maintenance report produced	Maintenance provision recorded at100%

References:
Internal:

- IT policy
- IT Maintenance contract,

Responsibility and authority
- **Director of IT unit**
- Approves the IT maintenance plan and Report
- Discusses with concerned party (Department, Division, Units) about maintenance exercise.

- **Senior Business Analyst**
- Approves the identified areas in need of maintenance,
- Identifies a valuable resource to provide the maintenance,
- Prepares and submits the report to Unit Director for approval.

- **Senior IT Officer**
- Works together with senior business analyst to identify the area requesting maintenance and available resources for the maintenance,
- Receives and validates the maintenance report

- **Business Analyst**
- Works together with senior business analyst to identify the area requesting maintenance and available resources for the maintenance,
- Conducts and documents the requirement analysis,
- Designs and submits logical the logical solutions to maintenance provider for implementation,

- In collaboration with the provider, documents the maintenance service.

- **IT Officer**
- Supervises the maintenance service provision,
- Produces and validates the maintenance report.

Description of process

- If the IT maintenance is the result of the user's request the business analyst submits the report to senior business analyst describing the kind of maintenance requested.
- If the IT maintenance is the result of the maintenance plan, the business analyst identifies all areas requesting for maintenance, in collaboration with the maintenance provider, prepares the maintenance plan is validated by the line authority.
- The senior business analyst discusses the maintenance needs report with the concerned IT Officer to produce the final report which is submitted to the Unit Director for review,
- The Unit Director validates the report and identifies available resources toprovide the maintenance service,
- In all cases there is an IT Officer in the area of the maintenance being provided, who works with the maintenance provider and the business analyst to prepare and submit to the line authority are port of the service provided for information and validation.

Records

- Maintenance Plan
- Maintenance Log
- Implementation document
- Request for service Log
- User acceptance test Document

Flow Chart
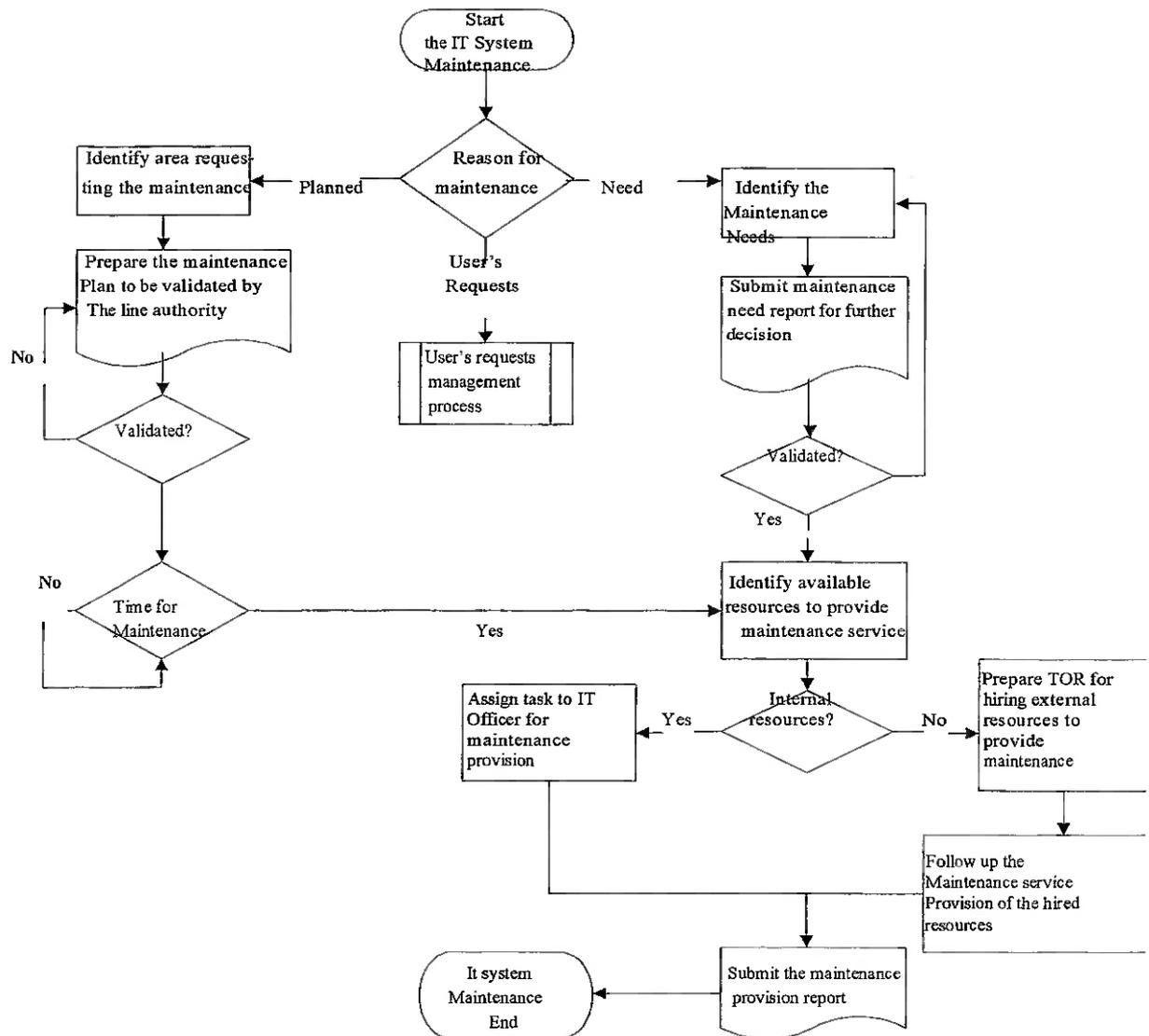
8.4 System release deployment process

The process describes activities undertaken by IT Unit to deploy an IT System to the production environments and clients' systems after being upgraded or renewed.

Input
Input1: IT System Analysis Report,

Input2: Users' request log,
Input3: Release Plan

Measurable objectives

Key performance indicators	Minimum standards
Release need document	Comprehensive
Release deployment document	Timely

References
Internal:
- MMI IT Infrastructure,
- System analysis plan,
- Users' request log,

External
- A guide to release and deployment management

Responsibility and authority
- **Director of IT unit**
- Approves and authorizes the change request plan,
- Approves and authorizes there lease schedule and resource,
- Over see the change management process and ensure alignment to protocols.

- **Senior Business Analyst Officer**
- Approves the Identified areas requesting releases,
- Identifies available resource to deploy the releases,
- Recommends the release issues and solutions to Unit Director.

- **Senior IT Officer**
- Works together with senior business analyst to identify the area requesting release, to identify resources for the release preparation,
- Receives and validates the release deliverables.

- **Business Analyst Officer**
- Creates and develops the change request form
- Works together with senior business analyst to identify the area requesting release and the available resources for the release preparation,
- Conducts and documents the requirement analysis,
- Designs logical solutions,
- In collaboration with the provider, documents the releases,
- Tests& deploys releases in conjunction with the parties involved

- Defines the resources required for the release,
- Defines the training schedule and ensures that the training is carried out as per the release schedule where applicable.

- IT Officer
- Tests& deploys releases in conjunction with the parties involved

- End users
- Carry out user acceptance tests, acceptance recommend changes for the use of release in the production environment

Description of process
- After producing the analysis report showing the area of improvement in ITS ystem, business analyst in collaboration with the concerning IT Team plans for the system release to address or improve issues highlighted in the Analysis Report.
- The business analyst defines the needed releases and presents the list to the senior business analyst for approval and presentation to the concerned IT Team.
- Together with the concerned IT team, the senior business analyst defines a release schedule and prepares the tentative plan,
- Once the plan is presented to the IT Seniors Officer and validated, it is then forwarded to Unit Director for final validation and preparation of the resources.
- The business analyst, IT Team and End-Users test the deliverables against the test plans and the solution requirements to ensure the adequacy of release to be deployed.
- The User Acceptance Test is signed to acknowledge the final product of release ready for deployment.
- The business analyst prepares the roll out plan by defining the time table for release distribution, identifying the affected components and areas for integration and developing training plan where necessary and also prepares the release document which together with the roll out plan are submitted to Unit Director for validation,
- Unit Director validates and communicates to the concerned End-Users for implementation.

Records
- Release documentation,
- Release Plan
- User acceptance test Document

Input3: Configuration Record

Measurable objectives

Key performance indicators	Minimum standards
Preventive Maintenance Plan	Preventive Maintenance Annual Plan
Timely Monitoring and Execution of PPM&CBM	PPM and CBM monitored 100%
Regular update of the Configuration Record	Configuration Record timely updated

References:
Internal:

- System analysis plan,
- Users' request log,
- Preventive Maintenance Plan,
- Configuration Record.

Responsibility and authority
- **Director of IT Unit**

- Authorizes all preventative maintenance budgets,
- Reviews and authorizes the replacement of parts required during Preventative maintenance,
- Authorizes all third party preventative maintenance service contracts,
- Assigns preventative maintenance roles and responsibilities,
  Approves System maintenance task lists,
- Determines Configuration Items to be captured under the preventive Maintenance process supported system,
- Approves and Authorizes all preventive protection maintenance plans schedules,
- Authorizes execution of all high impact preventive protection maintenance and CBMs,
- Authorizes all preventative maintenance payments,

- **IT Senior Officers, IT Officers**

- Responsible for developing preventive protection maintenance schedules,
- Responsible for developing object task lists and check lists,
- Requests authorization for the execution of CBMs that lead to down time,
- Communicates with all affected customers and/or suppliers
- Ensure that that preventative service contracts are up to date.
- Responsible and accountable for the monitoring and execution of approved and authorized preventive protection maintenance and CBMs

- Confirms satisfactory execution of preventative maintenance service
- Maintains preventative maintenance records
- Approves preventative maintenance job cards
- Carries out specific maintenance tasks as assigned
- Post-Preventative Maintenance tests to as certain successful execution
- Confirms and signs-off preventative maintenance job card details

Description of process

- Identify Configuration Items that require preventive maintenance;
- Evaluate and determine the level of preventative maintenance required per class of Configuration Items;
- Initiate a new or renew existing preventative maintenance service contracts with Service providers which are approved by the line authority.
- Develop, update and seek approval and authorization for all Configuration Items schedules;
- For Configuration Items maintained through a specialized system, they schedule maintenance plan as agreed with Unit Director
- Continuously monitor Configuration Items that are maintained via CBM;
- Commence preventative maintenance as per schedule or on notification in the Specialized System;
- Carry out preventive maintenance as per work instructions for internally planned post preventive maintenance;
- As for Configuration Items maintained in a Specialized System, they create maintenance work order and carry out maintenance operation as per task list;
- Ensure external party carries out preventive maintenance as per agreed post preventive maintenances schedule;
- Carry out post-preventative maintenance tests as per checklist;
- Verify details on the job card raised by external party and sign;
- As for Configuration Items maintained using the Specialized System, they close maintenance work order;
- Update manual preventative maintenance file and the configuration record wherever applicable.

Records:

- PPM Schedules
- Maintenance check lists
- Vendor preventive maintenance contracts

```
                              ( Start Preventive )
                              (   Maintenance    )
                                      |
                                      v
                            +---------------------+
                            | Identify CIs that   |
                            | Require PM and      |
                            | Level of maintenance|
                            | requirement         |
                            +---------------------+
                                      |
                                      v
  +------------------+       +---------------------+
  | Develop/Update   |       | Categorize the      |
  | PMP lean to be   |<--PPM-| type of Maintenance |--CBM-->
  | Validated by the |       | per class of CI     |
  | Line authority   |       +---------------------+
  +------------------+                            +---------------------+
         |                                        | Continuously        |
         v                                        | Monitor CI          |
   /-----------\        +------------------+       +---------------------+
  / Approved?   \--Yes  | Submit a proposal|                |
  \             /       | for review and   |                v
   \-----------/  Yes-->| approval by line |<--     +---------------------+
   Not    |             | Authority        |   Not  | Need raised for CI  |
          v             +------------------+        | Maintenance         |
    /-----------\        Not                        +---------------------+
   / Time for    \          |
   \ Maintenance?/          v
    \-----------/      /-----------\
       Not            / Approved?   \
                      \             /
                       \-----------/
                             |
                             v
  +------------------+  /-----------\       +------------------+
  | Assign task to IT|<-/ External PM \-Not->| Submit TOR to    |
  | Officer for PM   | Yes\ Service    /     | hire PM Service  |
  | Maintenance      |    \ required? /      | Provider         |
  | Provision        |     \--------/        +------------------+
  +------------------+                               |
         |                                           v
         |                                   +------------------+
         |                                   | Follow-up the PM |
         |                                   | Service provision|
         |                                   +------------------+
         |                                           |
         +-------------------+-----------------------+
                             v
                     +------------------+
                     | Carry out the post-|
                     | preventive        |
                     | maintenance test  |
                     | as per check list |
                     +------------------+
                             |
                             v
                     +------------------+
                     | Close maintenance|
                     | Work order       |
                     +------------------+
                             |
                             v
                     +------------------+
                     | Update manual    |
                     | PM file and the  |
                     | Configuration    |
                     | Record           |
                     +------------------+
                             |
                             v
                      ( IT System        )
                      ( Maintenance End   )
```

9. DESCRIPTION OF MEDICAL OPERATIONS PROCESSES

This entails processes regarding provision of medical insurance services. These services are described as follows:

9.1. Medical inspectorate service

The service is in charge of ensuring that all medical services rendered to MMI beneficiaries are of good quality and standards set by the ministry of health.

Inputs:

1. Updated list of MMI partners
2. List of active MMI beneficiaries
3. List of drugs, acts and procedures refundable by MMI
4. List of health professionals working in the facility

Measurable objectives

Key Performance Indicators	Minimum Standards
Inspection plan	Approved by Director of medical operations
Inspection report	Approved by Director of medical operations

References:

Internal:

- MMI medical policy
- Contract agreement with service providers
- Inspection template
- MMI anti-fraud policy

External:

- Relevant laws and regulations of medical practice in force in Rwanda
- Ministry of health clinical guidelines and instructions
- Tariff of acts, procedures and drugs
- List of licensed health professionals and their relevant bodies
- Guidelines and protocols on specialized services
- Any other relevant laws.

Responsibility and authority

Director General

- To receive analyzed inspection reports with recommendations and actions to be taken.

- To communicate back to service providers if necessary
- To give directives and instruction to director of medical operations

Director of medical operations

- To coordinate activities of inspection service
- To receive and analyze inspection reports
- To recommend and advise the Director general on actions to be taken

Medical inspector

- To compile all gathered information and instructions, and prepare inspection of MMI healthcare partners accordingly.
- To carry out inspections and submit reports to the director of medical operations.

Monitoring and evaluation

- To prepare and share medical statistical reports (expenses, labs, procedures etc...) with inspection service.
- Medical benefit verification officers and pharmaceutical controllers to share information with inspection service on suspected fraud cases

Description of the process

- Receive all gathered information from beneficiaries, MAF, MBVO, M&E etc...
- Prepare inspection plans accordingly and submit to the director of medical operations for approval
- MMI may or may not inform service provider before carrying out field inspection
- A team designated by the director of medical operations/Director general to carry out inspections in a given facility on identified cases
- Elaborate inspection report and submit it to the director of medical operations

Flowchart

```
        ( Planned        )        [ Start inspection of healthcare ]        ( Spot          )
        ( inspections    )        [          providers            ]        ( inspections   )
```

```
┌──────────────────────────────────────┐        ┌──────────────────────────────────────┐
│ Medical inspectors elaborate an annual│        │ Medical inspectors gather information  │
│ inspection plan of health care        │        │ from beneficiaries, MAF, MBVO, invoice │
│ providers and submit it to the Unit   │        │ checking, M&E etc...                   │
│ Director for endorsement and approval │        └──────────────────────────────────────┘
└──────────────────────────────────────┘

┌──────────────────────────────────────┐        ┌──────────────────────────────────────┐
│ The Unit Director submits the proposed │        │ Medical inspectors make a suspicion    │
│ annual inspection plan to Director     │        │ report and a request for field         │
│ General for approval and incorporation │        │ inspection                             │
│ it in MMI action plan                  │        └──────────────────────────────────────┘
└──────────────────────────────────────┘

                                                  ┌──────────────────────────────────────┐
                                                  │ Medical inspectors submit the request  │
                                                  │ to the Unit Director for endorsement   │
                                                  │ and approval                           │
                                                  └──────────────────────────────────────┘

                                                  ┌──────────────────────────────────────┐
                                                  │ Medical inspectors carry out field     │
                                                  │ inspections                            │
                                                  └──────────────────────────────────────┘

                                                  ┌──────────────────────────────────────┐
                                                  │ Medical inspectors make inspection     │
                                                  │ report with recommendations and submit │
                                                  │ to the Unit Director for analysis and  │
                                                  │ endorsement                            │
                                                  └──────────────────────────────────────┘

                                                  ┌──────────────────────────────────────┐
                                                  │ Unit Director makes recommendations    │
                                                  │ and submits it to Director General for │
                                                  │ approval and action to be taken        │
                                                  └──────────────────────────────────────┘
```

9.2. Medical benefit verification service
The service is in charge of processing medical benefits verification exercise.

Inputs:
Billing template
Updated list of active members
Medical prescription forms
Updated list of medical acts, procedures and tariff

Measureable objectives

Key Performance indicator	Minimum standards
Invoices are verified, posted in SAP and field electronically after approval	Approved by the Director of medical operations
Proof of payments are available	According to financial guidelines

References
Internal:
- MMI medical service policy
- Contract agreement with service providers
- Verification checklist

External
- Updated list of medical acts, procedures and drugs refundable by MMI
- Updated list of health professionals in the facility (Full time and part time agents)

Responsibility and authority
Director of medical operations
- Receives verified and checked soft and hard invoices for approval
- Forwards approved soft and hard invoices to D/Finance unit for payment
- Receives feedback from Director of Finance unit on approved invoices if any

Medical inspectors
- Checks invoices verified by MBVO
- Facilitates bills reconciliation

Medical benefit verification officer
- Receives, verifies and forwards invoices to medical inspectors for checking

Description of the process
- Receives, verifies and forwards invoices to medical inspectors for checking
- Posts checked and reconciled invoices in software

- Forwards checked hard copies of invoices to director of medical operations for approval
- Records and Files electronically approved invoices
- Makes reports of activities
- Files proof of payment

Flowchart
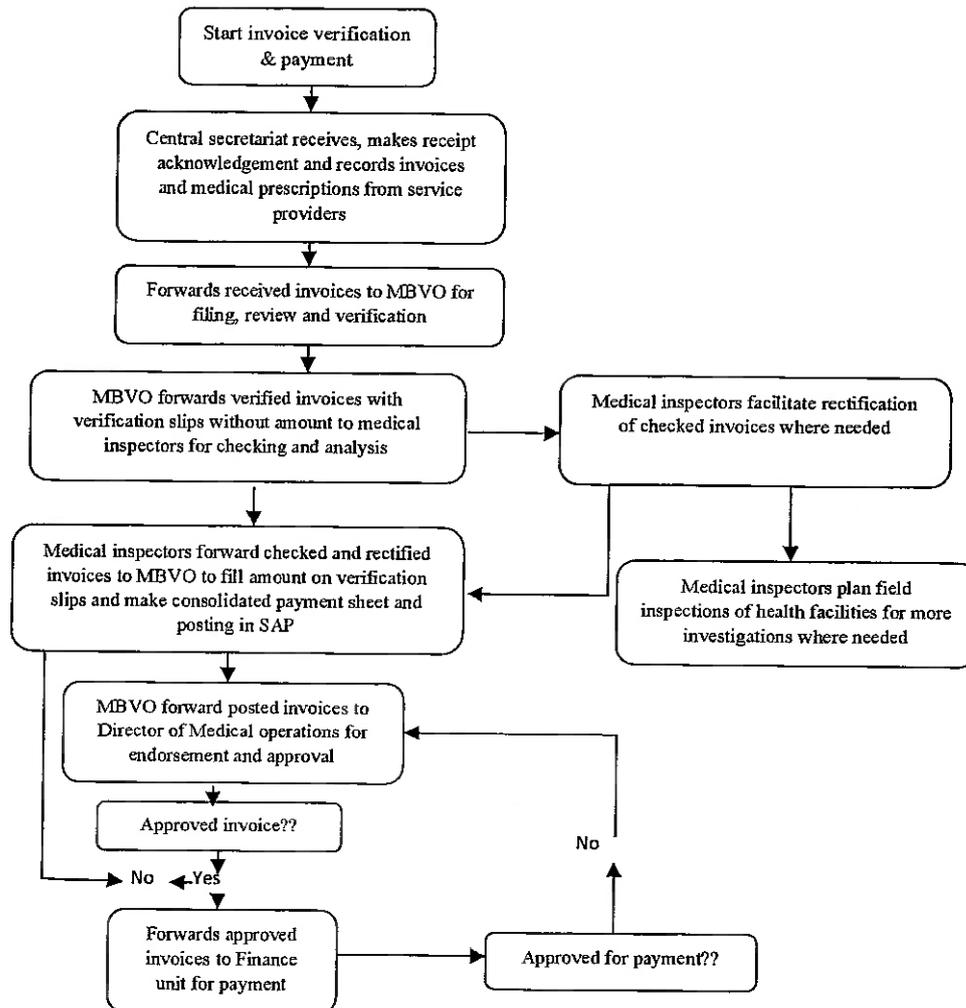
9.3 Pharmaceutical controls service

The service is in charge of processing pharmaceutical bills verification; participate in the elaboration and revision of the refundable drugs list; monitor, control and evaluate partner pharmacies in order to assure contract agreement compliance, fraud prevention and good quality service to MMI beneficiaries.

Activity one: Pharmaceutical bills verification

Input

- Updated list of active members
- Updated refundable drug list
- Medical prescription forms
- Invoice statement

Measurable objectives

Key performance indicator	Minimum standards
Invoices are verified, posted in SAP and filed electronically after approval	Approved by the Director of medical operations
Proof of payments are available	According to financial guidelines

References

Internal:

- MMI medical service policy
- Contract agreement with service providers
- Verification checklist

External

- Relevant laws
- Conventional tariff
- Ministry of Health Instructions

Responsibility and authority

Director of medical operations

- Receives verified and checked soft and hard invoices for approval
- Forwards approved soft and hard invoices to Finance unit for payment
- Receives feedback from Director of Finance unit on approved invoices if any

Pharmaceutical controllers

- Receives, verifies and forwards invoices to medical inspectors for checking

Description of process

- Receives, verifies and forwards invoices to medical inspectors for checking
- Posts checked and reconciled invoices in SAP
- Forwards checked hard copies of invoices to director of medical operations for approval
- Records and Files electronically approved invoices
  Do a list of approved bills to be transmitted to archive department.

Flowchart

```
                    ┌─────────────────────────┐
                    │  Start invoice verification │
                    │      & payment           │
                    └─────────────────────────┘
                               │
                               ▼
        ┌──────────────────────────────────────────┐
        │ Central secretariat receives, makes receipt│
        │ acknowledgement and records invoices and   │
        │ medical prescriptions from service providers│
        └──────────────────────────────────────────┘
                               │
                               ▼
            ┌──────────────────────────────────┐
            │ Forwards received invoices to PC  │
            │ for filing, review and verification│
            └──────────────────────────────────┘
                               │
                               ▼
            ┌──────────────────────────────────┐
            │ PCs make bills adjustments where  │
            │ needed on agreement with service  │
            │ provider                          │
            └──────────────────────────────────┘
                               │
                               ▼
            ┌──────────────────────────────────┐
            │ PCs make consolidated payment     │
            │ sheet and forward invoices to the │
            │ Director of medical operations    │
            │ for endorsement and approval      │
            └──────────────────────────────────┘
                               │
 NO│                           ▼
            ┌──────────────────────┐          No
            │   Approved invoice?  │◄─────────
            └──────────────────────┘
                     │ Yes
                     ▼
        ┌──────────────────────┐      ┌──────────────┐
        │ Forwards approved    │─────▶│ Approved for │
        │ invoices to Finance  │      │  payment?    │
        │ unit for payment     │      └──────────────┘
        └──────────────────────┘           │ Yes
                                            ▼
                                   ┌──────────────────┐
                                   │ Bill verification│
                                   │      Ends        │
                                   └──────────────────┘
```

Activity two: Monitor, control, evaluate partner pharmacies and update drug list

Input

- Updated list of active members
- Updated refundable drug list
- Medical prescription forms
- Invoice statement

Measurable objectives

Key performance indicator	Minimum standards
Verification report	Timely verification
Availability of medicines	80% of the listed medicines
List of medicines and their prices in place	Timely updated

References

Internal

- MMI medical policy
- Contracted partners
- Action plan

External

- Updated tariff of refundable drugs
- Relevant laws
- List of health professionals
- Ministry of health instructions

Responsibility and authority (Update of the refundable drug list)

Director General

- Reviews, approves and authorizes the updated list or tariff of medicines

Director of medical operations unit

- Analyses and endorses the recommendations and updated list of medicines and tariff of medicines and forwards them to Director General for approval

Pharmaceutical Controllers

- Conducts the evaluation of partner pharmacies as per the requirements stipulated in the contracts, updates list of medicine or tariff and submits reports to Unit Director for endorsement

Description of process (Update of the refundable drug list)

- The pharmaceutical controller conducts evaluation exercise assessing the price of medicines among service providers and wholesalers
- Prepares and make choice of the best price among the prices provided by wholesalers.
- The price of choice is the less price among the closest prices provided by wholesalers
- The updated list of medicine tariff and report are reviewed and forwarded to Director of medical operations for review and endorsement;
- The reviewed list of medicine tariff is forwarded to Director General for approval;
- The approved updated list of drugs and tariff is published and distributed to MMI partner pharmacies;

- **Flowchart**
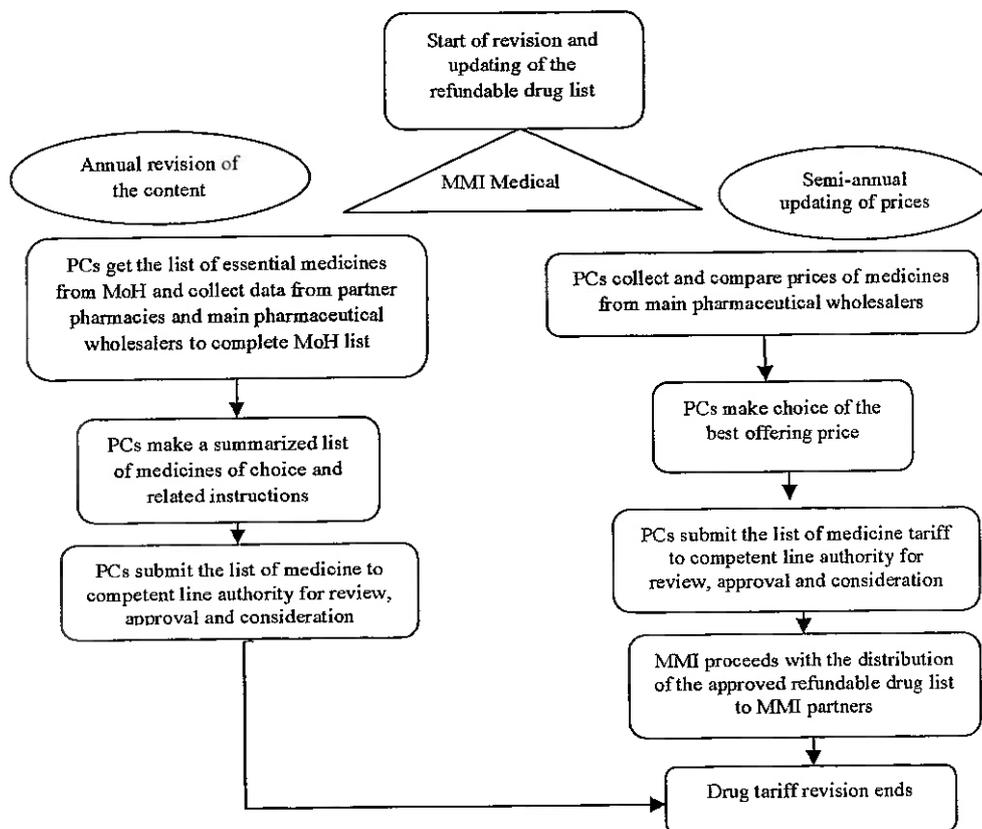
Responsibility and authority (Monitor, control and evaluate partner pharmacies)

Director General

- To receive analyzed inspection reports with recommendations and actions to be taken.
- To communicate back to service providers if necessary
- To give directives and instruction to director of medical operations

Director of medical operations

- To coordinate activities of pharmaceutical controllers
- To receive and analyze inspection reports
- To recommend and advise the Director general on actions to be taken

Pharmaceutical controllers

- To carry out inspections and submit reports to the director of medical operations.

Monitoring and evaluation

- To prepare and share pharmaceutical expenses statistical reports with pharmaceutical controllers.

Description of process (Monitor, control and evaluate partner pharmacies)

- The pharmaceutical controllers conduct evaluation exercise assessing prescriptions and bills served by the pharmacies, medicines, prices, pharmaceutical services, operations, records and hygienic conditions among pharmacies
- Prepares and submit monitoring and evaluation report to Unit Director for review and endorsement;
- The inspection report is reviewed with recommendations and forwarded to Director General
- The inspection report is reviewed and approved;

FLOW CHART

```
                         ┌──────────────────────────┐
                         │  Start monitoring and     │
   ╭─────────────╮       │  evaluation of partner    │       ╭─────────────────╮
   │   Planned   │       │  pharmacies               │       │ Spot inspections │
   │ inspections │       └──────────────────────────┘       ╰─────────────────╯
   ╰─────────────╯
```

```
┌─────────────────────────────┐        ┌─────────────────────────────┐
│ PCs elaborate an annual      │        │ PCs gather information from  │
│ inspection plan of partner   │        │ invoices and medical         │
│ pharmacies and submit it to  │        │ prescriptions analysis       │
│ the Unit Director for        │        └─────────────────────────────┘
│ endorsement and approval     │
└─────────────────────────────┘                      │
                                                      ▼
┌─────────────────────────────┐        ┌─────────────────────────────┐
│ The Unit Director submits    │        │ PCs make a suspicion report  │
│ the proposed annual          │        │ and a request for field      │
│ inspection plan to Director   │        │ inspection                   │
│ General for approval and     │        └─────────────────────────────┘
│ incorporation in MMI action  │
│ plan                         │                      │
└─────────────────────────────┘                      ▼
                                        ┌─────────────────────────────┐
                                        │ PCs submit the request to    │
                                        │ the Unit Director for        │
                                        │ endorsement and approval     │
                                        └─────────────────────────────┘
                                                      │
                                                      ▼
                                        ┌─────────────────────────────┐
                                        │ PCs carry out field          │
                                        │ inspections                  │
                                        └─────────────────────────────┘
                                                      │
                                                      ▼
                                        ┌─────────────────────────────┐
                                        │ PCs make inspection report   │
                                        │ with recommendations and     │
                                        │ submit to the Unit Director   │
                                        │ for analysis and endorsement │
                                        └─────────────────────────────┘
                                                      │
                                                      ▼
                                        ┌─────────────────────────────┐
                                        │ Unit Director makes          │
                                        │ recommendations and submits  │
                                        │ to Director General for      │
                                        │ approval and action to be    │
                                        │ taken                        │
                                        └─────────────────────────────┘
```

9.4 Medical access officers service

This process gives the steps taken in facilitating access to medical services to MMI beneficiaries.

Inputs:
- Membership card
- Updated list of active members
- Medical prescription forms
- MMI billing template

Measurable objectives

Key performance indicator	Minimum standards
Medical Prescription forms filled by medical Doctor in place	Endorsed by MMI medical access facilitator
Medical Billing template and invoices in place	Endorsed by medical access facilitator

References

Internal
- Medical Policy
- Contracts with medical service partners

External
- Relevant laws
- Conventional tariff

Responsibility and authority

Director of medical operations
- Coordinates and supervises the activities of medical access officers
- Receives various reports from medical access officers

Medical advisor
- Receives prescriptions that need approval for analysis and endorsement.

Medical Access officer
- Receives a patient verifies his/her eligibility conditions and issues medical prescription forms;
- To communicate with the Director of medical operations/MMI medical advisor for any encountered challenges during daily activities;
- To make daily data entry and verification of invoices.

Description of process

- Receives and verifies patient's eligibility, and fills medical prescription forms;
- Orients the patient
- Verifies and stamps medical prescription forms;
- Makes monthly data entry and verifies invoices using MMI billing template
- Makes bills reconciliation/adjustment if any
- Produce and submit reports of fraud cases to the director of medical operations
- Follows up on declarations of OH/OD/RTA cases
- Gives reports on OH/OD/RTA patients treated
- Processes bills of OH/OD/RTA cases to the director of medical operations/Medical liaison officer
- Produce and submit statistical monthly reports of realized activities to the director of medical operations and Monitoring and evaluation.

FLOWCHART

```
                          ┌─────────────┐
                          │    START    │
                          └──────┬──────┘
                                 │
              ┌──────────────────┴──────────────────┐
              │ MAO receives patients, verifies their│
              │  eligibility & provides medical      │──────────────┐
              │ prescription forms bearing serial    │              │
              │      number of medical forms         │              │
              └──────────────────┬──────────────────┘              │
                                 │                                  │
              ┌──────────────────┴──────────────────┐              │
              │    MAO orients patient towards       │              │
              │   health professional for medical    │              │
              │                care                  │              │
              └──────────────────┬──────────────────┘              │
                                 │                                  │
         ┌───────────────────────┴────────┐        ┌───────────────┴────────┐
         │   MAO verifies medical          │        │    MAO shares with      │
         │  services and stamps medical    │        │   medical inspectors    │
         │     prescription forms          │        │  suspected cases frauds │
         └───────────────┬─────────────────┘        └───────────┬─────────────┘
                         │                                       │
         ┌───────────────┴────────┐              ┌───────────────┴─────────┐
         │    MAO makes data       │─────────────▶│  Medical inspectors     │
         │  entry using MMI        │              │ prepare field inspections│
         │   billing template      │              └─────────────────────────┘
         └───────────────┬────────┘
                         │
         ┌───────────────┴─────────────────┐
         │   MAO prepares monthly           │
         │  invoices and makes bills        │
         │ reconciliation/adjustment if     │
         │              any                 │
         └───────────────┬─────────────────┘
                         │
         ┌───────────────┴────────┐              ┌─────────────────────────┐
         │  MAO gets agreement     │              │  MAO produces and        │
         │ signature from service  │─────────────▶│ submits monthly reports to│
         │  provider on the final  │              │  the Director of medical │
         │        invoice          │              │       operations         │
         └───────────────┬────────┘              └─────────────────────────┘
                         │
         ┌───────────────┴────────┐
         │ Service provider forwards│
         │  monthly invoice to MMI HQ│
         └───────────────┬────────┘
                         │
         ┌───────────────┴────────┐
         │          Ends           │
         └─────────────────────────┘
```

9.5 Monitoring and evaluation service

This process is about monitoring and evaluation of implementation of the Action Plan and it is done through assessment of organizational performance.

Input
- Approved Action plan under implementation;
- Performance reports from various Units.

Measurable Objectives

Key performance indicator	Minimum standards
Periodical Performance monitoring reports in place	Timely and accurate reports
Existence of published annual Report	Annual report with Audited accounts

References
Internal
- Management guidelines and recommendations
- Action plan report

Responsibility and Authority
Director General
- Receives all performance monitoring reports and discusses areas of concern with the Senior Management Team

Monitoring and evaluation
- Elaborates statistics in relation to MMI activities;
- Monitors and evaluates MMI performance in accordance with the implementation of MMI strategic and annual action plan;

Description of process
- Receives and analyzes statistical reports in relation to MMI activities
- Monitors and evaluates MMI performance according to MMI strategic and annual plan
- Submits statistical reports to Director General's office.

9.6. Medical liaison officer service

This service is in charge of verifying, reviewing and processing all documents related to OH/OD, RTA and other related cases, and facilitates in bills processing.

Inputs
- Membership card
- Updated list of active members
- Updated list of declared patients
- Medical prescription forms (OD/OH/RTA)

Measurable objectives

Key performance indicator	Minimum standards
Declaration forms	Complete and authentic
Investigation report from Insurers and Police	Exhaustive and timely
Medical report	Complete and accurate
Proof of payment	Accurate and stamped by service provider

References:
Internal
MMI medical policy
Management guidelines.

External
- Relevant laws and ministerial orders,
- Declaration forms for OH (A1/A2/A5),
- Declaration forms for OD (M1/M2/M3/M4),
- Declaration forms for RTA.
- Court verdict

Responsibility and Authority:
Director General
- Receives all OH/OD and RTA supporting documents for endorsement and approval;
- Composes a request letter to RSSB for financial recovery.

Director of Financial Unit

- Receives all OH/OD/RTA bills for payment;
- Shares proof of payment with Medical liaison officer.

Medical liaison officer

- Receives and verifies OH/OD and RTA declaration forms and related bills from Medical access facilitators;
- Forwards verified bills to financial unit for payment;
- Collects proof of payment from financial unit and get acknowledgement signature from service provider.
- Compiles all OH/OD/RTA supporting documents (Declaration forms, bills and acknowledged proof of payment) and submits them to the Director General's office for endorsement and approval.
- Forwards approved paid invoices to RSSB for recovery.

Medical access officer

- Receives OH/OD and RTA patients and sensitizes Employer/patients to declare;
- Receives, reviews and approves declaration forms;
- Receives declared forms bearing RSSB stamp;
- Forwards declaration forms and their bills to Medical liaison officer/Director of medical operations

Description of process

- Medical access officer receives, reviews and approves OH/OD/RTA declaration forms bearing RSSB stamp;
- RTA cases with litigation are reported to Unit Director
- Medical access officer forwards declaration forms and their bills to Medical liaison officer for verification and rectifications where needed;
- Medical liaison officer post invoices in SAP and forwards bills to the Unit Director for approval;
- Unit Director forwards approved bills to finance unit for payment;
- Medical liaison officer records and files electronically approved invoices;
- Finance unit shares proof of payment with Medical liaison officer;
- Medical liaison officer gets acknowledgement signature on payment from service provider;

- Medical liaison officer compiles all OH/OD/RTA supporting documents and generates global invoice to be submitted to the Unit Director;
- The Unit Director submits a report of the amount to be claimed from concerned insurances to the Director General;
- Director General forwards the report to finance unit with instructions to start recovery process.

Flow chart

```
                    ┌─────────────┐
                    │    Start    │
                    └──────┬──────┘
                           │
        ┌──────────────────▼──────────┐         ┌────────────────────────┐
        │ MAF receives, reviews,       │         │ A1, A2 & A5 (OH)       │
        │ approves declaration and    │────────▶│ M1, M2, M3 & M4 (OD)   │
        │ forwards them together with │         │ PV, automobile          │
        │ the invoices to MMI HQ       │         │ declaration            │
        └──────────────┬──────────────┘         └────────────────────────┘
                       │
        ┌──────────────▼──────────────┐
        │ Central secretariat receives,│
        │ makes receipt acknowledgement│
        │ and records invoices from    │
        │ service providers            │
        └──────────────┬──────────────┘
                       │
        ┌──────────────▼──────────────┐
        │ Central secretariat forwards │
        │ invoices to MLO for          │
        │ verification                 │
        └──────────────┬──────────────┘
                       │
        ┌──────────────▼──────────────┐        ┌──────────────────────────┐
        │ MLO verifies, files and      │        │ MLO forwards medical     │
        │ posts invoices in SAP &      │───────▶│ prescriptions forms to   │
        │ forwards them to the Unit    │        │ archive department       │
        │ Director for approval        │        └──────────────────────────┘
        └──────────────┬──────────────┘
                       │
┌──────────────────┐  ┌─▼──────────────┐  ┌──────────────┐  ┌──────────────────┐
│ Unit Director    │  │ Finance Unit   │  │ MLO gets     │  │                  │
│ forwards approved│─▶│ shares with MLO│─▶│ acknowledgement│ │                  │
│ invoices to      │  │ proof of       │  │ signature on │  │                  │
│ Finance Unit for │  │ payment        │  │ payment from │  │                  │
│ payment          │  │                │  │ service      │  │                  │
└──────────────────┘  └────────────────┘  │ provider     │  │                  │
                                           └──────┬───────┘
                                                  │
                                        ┌─────────▼──────────┐
                                        │ MLO generates global│
                                        │ invoice to be       │
                                        │ submitted to the    │
                                        │ Unit Director for   │
                                        │ endorsement and     │
                                        │ approval            │
                                        └─────────┬──────────┘
                                                  │
┌────────────────────────────────┐     ┌─────────▼──────────┐
│ Director General forwards the   │     │ Unit Director makes │
│ report to finance unit with     │◀────│ a report of the     │
│ instructions to start recovery  │     │ amount to be claimed│
│ process.                        │     │ & submits it to the │
└────────────────────────────────┘     │ Director General    │
                                        └────────────────────┘
```

Done at Kigali, on...27../.12./....2017

Dr King RUGAGI KAYONDO

Lt Col

Director General

Approved by

Mme Alphonsine NIYIGENA

BoD Chair Person