



Training Manual
for Primary Schools Head teachers

Administration of Primary Schools



SCHOOL MANAGEMENT

Training Manuel of Primary School Head Teacher

The Administration of Primary Schools

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TABLE OF CONTENTS

TABLE OF CONTENTS	ii
INTRODUCTION	1
CHAPTER I: LAWS, DECREES AND REGULATIONS GOVERNING PRIMARY SCHOOLS	2
CHAPTER II: HUMAN RESOURCES OF A PRIMARY SCHOOL.....	3
CHAPTER III: ROLES AND RESPONSIBILITIES OF A PRIMARY SCHOOL HEAD TEACHER.....	4
3.1. The duties of a Primary school Head teacher	4
3.1.1. Administrative role	4
3.1.2. Teaching and learning roles	5
3.1.3. Finance and property	5
3.1.4. Public relations	6
3.1.5. Human resource management.....	6
3.1.6. Pupils' management.....	8
3.1.6.1. Registration and reception of pupils	8
3.1.6.2. Supervision of learning.....	9
3.1.6.3. Discipline management.....	10
3.2. The Primary school Head teacher's liabilities.....	10
3.2.1. Penal liability	11
3.2.2. Civil liability.....	11
3.2.3. Disciplinary liability.....	12
CHAPTER 4: MODELS OF FREQUENTLY USED SCHOOL DOCUMENTS	13
Model 1: STATUTES AND TYPICAL REGULATIONS OF THE SCHOOL'S GENERAL ASSEMBLY.....	13
Model 2: TEACHER IDENTIFICATION FORM	19
Model 3: THE COMPONENTS OF A SCHOOL'S INTERNAL REGULATIONS	20
Model 4: THE COMPONENTS OF A REPORT.....	21
Model 5: SANCTIONS DECIDED BY THE HEAD TEACHER.....	24
Model 6: FILING SYSTEM IN THE SCHOOL.....	25
Model 7: MAJOR PROBLEMS TO BE COMMUNICATED	26
Model 8: FORM OF PERMISSION LETTER FOR EMPLOYEES ON OFFICIAL DUTIES	27
Model 9: INVITATION LETTER TO A MEETING	28
Model 10: ORGANISATIONAL STRUCTURES.....	29
Model 11: VACANCY ANNOUNCEMENT LETTER	30
Model 12: APPOINTMENT LETTER.....	31
Model 13: DOCUMENTS CONTAINED IN AN EMPLOYEE'S FILE.....	32
Model 14: DISMISSAL LETTER.....	33
Model 15: EXPLANATORY LETTER.....	34
Model 16: WARNING LETTER.....	35
Model 17: DISMISSAL LETTER.....	36
Model 18: RETIREMENT LETTER	37
Model 19: TYPE OF WORKING CONTRACT.....	38
Model 20: LETTER OF TERMINATION OF CONTRACT	40
Model 21: STUDENT REGISTRATION FORM	41
Model 22: CERTIFICATE OF ATTENDANCE.....	42
INDICATORS FOR A PRIMARY SCHOOL MANAGEMENT.....	44
BIBLIOGRAPHY.....	47
ANNEXES:.....	48

INTRODUCTION

Since the 1994 genocide, the Education Sector has been facing serious problems. Government officials in charge of this sector are making efforts aimed at reorganizing and redressing the system which had collapsed. The new orientation of the Education Sector is in line with the guiding principles that are defined by Vision 2020 and poverty reduction strategy which put particular emphasis on the quality of Education at all levels.

Indeed, schools are currently facing serious problems. Staff lack or possess little managerial skills yet a school is a complex institution. In order to help find solutions to the above problems, the project Mineduc-school management has developed training manuals for Primary School Head teacher. The manuals provide essential aspects of efficient management of a primary school.

Despite the involvement of different actors in the administration of schools, the implementation is the same in public, government aided as well as private schools.

Government schools are managed by the government itself. Government aided schools are managed by their owners in collaboration with the government in accordance with a convention signed between them, while private schools are managed by their owners themselves.

The partnership existing between the schools, the local communities, the parents of the learners and other physical or moral personalities who are willing to participate in the development of the school, play an important role in its management.

The stakeholders of the school operate via the Board of Governors and its Executive Committee (see model 1).

The main objective of this manual is to provide useful information to Head teacher in order to help them to understand and assume their role in the administration of their schools.

This document comprises 4 chapters:

The 1st chapter deals with laws and regulations applied in the administration of primary schools.

The 2nd chapter deals with human resources involved in the management of primary schools.

The 3rd chapter highlights the role and the duties of Head teachers in the management of primary schools.

The 4th chapter comprises some examples of model forms and official documents that are commonly used in schools. This chapter is followed by annexes made up of reference documents to be used by the school Head teacher in order to fulfil his/her mission.

CHAPTER I: LAWS, DECREES AND REGULATIONS GOVERNING PRIMARY SCHOOLS

Laws and decrees applied in the management of primary schools include organic laws, ordinary laws, presidential Decrees, prime Minister's Decrees, ministerial Decrees as well as other regulations and directives established by various authorities.

Currently primary schools are governed by organic law n°20/2003 of 03/08/2003 establishing educational structures and law n° 29/2003 of 30/08/2003 on organisation and functioning of pre-primary, primary and secondary schools.

All these laws and regulations (see annexes 2 to 6) are prescribed in the policy of education (see annex 1). They constitute an important tool necessary for the good management of the school, and for this reason all actions of school personnel, partners and pupils must all abide by the laws and regulations.

Respect for the national policy of education, laws and regulations will allow our educational system to achieve its mission which is defined in article 2 of organic law n°20/2003 of 03/08/2003 pertaining to the organisation of education. The goals of this mission are:

- *To educate the citizen in such a way that he/she is not characterized by any form of discrimination or favouritism;*
- *To promote the culture of peace, tolerance, justice, respect of human rights, solidarity and democracy;*
- *To provide each Rwandan citizen with a complete education based on cultural and moral values, knowledge, physical, social and professional welfare in order to promote competence and one's good behaviour and to build the nation for its sustainable development based on protecting and exploiting environment;*
- *To promote science, technology and research;*
- *To encourage the Rwandan citizen to like work, perform it well, to be committed to good quality of work and give priority to competence;*
- *To prepare for the country, the necessary, competent and sufficient human resources at each level on its duties in accordance with the country's development scale;*
- *To educate the Rwandan to have freedom of thought, be innovative, have abilities to acquire and analyze ideas from other people and give his/her own ideas to others, to be patriotic and encourage him/her to know what is happening elsewhere in the world;*
- *To advocate for the elimination of all obstacles that hinder the education of girls and women as well as of all those who clearly need special attention.*

CHAPTER II: HUMAN RESOURCES OF A PRIMARY SCHOOL

Human resources of a school include the Head teacher, teaching staff, administration personnel and support staff, pupils and partners especially parents.

The people that are needed by a school differ from human resources required by other organisations because the latter are only interested in the people working for them.

Human resources constitute the most important resource of a school for two reasons:

- There can't be a school without people committed to make it function ;
- Other resources of the school (assets, capital, laws, etc) are established and run by people.

It is necessary to acknowledge that currently, human resources in primary schools have problems related to insufficient competence which affects the good running of schools and prevent them from achieving their mission. It is therefore important to plan trainings for them.

- ❖ Regarding administration personnel, the major problem is mostly justified by the low level of education and the lack of experience in their work of managing schools and as a consequence, they are unable to solve some of the daily problems of the school such as work distribution, decision taking, motivation for teachers and pupils, creativity, the prevention, management and resolution of conflict...;
- ❖ Regarding the teaching staff, given that some of them do not use updated methodologies while others lack experience in teaching, the quality of education is affected negatively;
- ❖ Regarding pupils' representatives, the latter do not know their role towards their school mates and school authorities;
- ❖ Regarding partners including parents and local authorities, some among parents often concentrate on their businesses and forget their role of educators and fail to follow up the education of their children. The local authorities also make little effort in the follow up or support of schools;
- ❖ Problems related to school personnel incompetence have always existed and still exist in the Rwandan society. In the current context of political decentralisation and fight against the consequences of genocide, these problems still persist in the country. Therefore continuous trainings are needed for people in charge of the education sector as well as those who collaborate with different levels of educational authorities. The solutions to these problems must be adapted to the realities pertaining to the development of the country.

CHAPTER III: ROLES AND RESPONSIBILITIES OF A PRIMARY SCHOOL HEAD TEACHER

3.1. The duties of a Primary school Head teacher

The Head teacher generally ensures the administration of the school. He/she ensures the good running of school activities during and after classes. Outcomes from a training workshop which was organised for primary school Head teacher by MINEDUC in collaboration with School Management Project in 2007 showed that duties of a primary school Head teacher can be considered at different levels. These include aspects of administration, teaching and learning as well as social responsibilities.

3.1.1. Administrative role

The Head teacher shall:

- Ensure that current laws, rules and regulations are respected ;
- Develop internal rules in conformity with current laws governing education, ministerial decrees and particular conventions recognised by the government (see model 3) ;
- Assume professional leadership ;
- Supervise the preparation of an action plan for the school ;
- Distribute responsibilities to employees and delegate power when needed ;
- Coordinate school activities ;
- Keep the record book of activities to be carried out by the school administration;
- Ensure order and discipline in the school ;
- Ensure proper implementation of the weekly timetable and the respect of school rules and regulations;
- Prepare and preside over meetings held by teachers and pupils (see model 9);
- Design personnel identification cards (see model 2) and mobile forms used in pupils' follow up;
- Ensure proper care and use of files for school personnel as well as the payment of salaries, registration to the Social Security Fund and health insurance (see model 6) ;
- Sign "mission orders" for personnel on official missions (see model 8) ;
- Sign student report forms and other official documents;
- Sign letters written through the director by the personnel or pupils;
- Give permission to a member of staff or pupils wishing to be absent from work or study in accordance with laws ;
- Authorise leave for school staff members;
- Provide replacement for a teacher who is absent from duty ;
- Provide motivation for personnel and pupils ;
- Identify mistakes committed at school and give punishment based on his/her level of authority (see models 5, 15 and 16) and transfer to the relevant authorities for cases he/she can not handle;
- Evaluate the personnel of first grade ;
- Establish the statistics of the school (see annex 8);

- Supervise ceremonies taking place at school ;
- Present to the relevant authorities the necessary observations and suggestions in the interests of the school ;
- Write and hand in the required reports (see model 4) ;
- Inform authorities on time about any major incident taking place at school and write a report on such an incident (see model 7).

3.1.2. Teaching and learning roles

The Head teacher shall:

- Welcome new teachers, explain to them the structure and organisation of the school and give them their job description and teaching materials ;
- Ensure that teaching and learning are carried out properly ;
- Organise and pay class visits;
- Ensure the availability of teaching materials;
- Ensure proper coordination and supervision of teachers, supporting staff and pupils activities ;
- Organise and preside over meetings on educational issues (teaching and learning) ;
- Organize pedagogic meetings for teachers;
- Ensure periodic control of teachers' documents (scheme of work, lesson preparations....);
- Ensure proper coverage of syllabus for each lesson;
- Organise continuous training for teachers ;
- Organise pupils' evaluation;
- Analyse pupils' results after evaluation and take appropriate measures aimed at helping those who performed poorly and rewarding those who did well;
- Communicate pupils' evaluation results to parents.

3.1.3. Finance and property

The Head teacher shall:

- Prepare a budget proposal for the school and seek its approval ;
- Implement the budget in accordance with procedures and regulations in practice ;
- Manage school property ;
- Promote income generation activities ;
- Hand in required reports on time.

3.1.4. Public relations

The Head teacher shall:

- Represent the school in its relations with third parties ;
- Represent the school in its relationship with educational stakeholders and authorities at all levels and participate in meetings organised for educational purposes;
- Promote socio-economic and cultural activities for the school and its neighbourhood;
- Work with members of the General Assembly and the Executive Committee;
- Serve as a mediator between teachers, pupils, parents, the surrounding community as well as third parties ;
- Communicate with parents on their children's behaviour ;
- Defend the interests of the school ;
- Ensure good health, hygiene, cleanliness and protection of environment in the school ;
- Ensure the protection and security of people and property in the school ;
- Promote extra curricula activities and encourage pupils' participation in sports and cultural activities ;
- Listen carefully to problems brought to him or her by the members of staff and pupils and help them to find adequate solutions to them;
- Ensure a balanced diet for the pupils ;
- Circulate necessary information among teachers, parents, pupils and other concerned persons ;
- Provide parental guide for all the pupils.

3.1.5. Human resource management

In a government or government aided school, the personnel can be either permanent government employees or employees on contract. The school organization structure shows specifically different levels of authority and how they interact within the school and with other organisations and partners in the educational services (see model 10).

3.1.5.1. Employees governed by statutes

Recruitment of employees

Permanent employees are recruited in accordance with related laws and regulations which determine teachers' working conditions. Regarding the recruitment of employees on contract, it is the mandate of the Head teacher to:

- Inform the Mayor of the district about vacant posts (see model 11);
- Determine the terms of references for the post;
- Receive application letters addressed to the school;
- Participate in the selection of candidates.

Staff management

The term of service for employee begins with his/her nomination to the post by the relevant authority (see model 12).

The school administration opens a file for the employee at the reception of his/her appointment letter (see model 13).

The nomination is done for each employee by the Mayor of the district.

The employment letter must bear the name of the school to which the employee has been appointed, his/her function and the date on which he/she will report at the school.

The appointment is endorsed after the appointment letter has been signed.

End of employment

The term of service for a permanent employee expires as follows:

- Voluntary resignation;
- Dismissal from office;
- Termination of employment;
- Retirement;
- Death.

The role of the Head teacher when the term of service expires for a permanent employee is to:

- To acknowledge the voluntary resignation or the death of an employee and inform the mayor of the District about it;
- Propose to the mayor of the District the dismissal from office or employment termination of an employee (see models 14 and 17) ;
- Sign letters written by employees through him/her when they want to retire (see model 18).

The termination of service of a permanent employee is acknowledged by the relevant authority who is normally the person who signs the appointment letter to that post.

3.1.5.2. Personnel on contract

Recruitment

The recruitment of an employee on contract is carried out in accordance with the labour code (see annex 7).

For the recruitment of such an employee, the Head teacher:

- Informs the public about vacancies (notice boards at the District, Sector and school);
- Establishes and communicates to the public the terms of reference for the post;

- Organises interviews for the selection of candidates;
- Signs contracts with candidates who have been selected and appointed to the posts (see model 19).

Any person employed temporarily to replace another employee must sign a contract whose term coincides with the length of time equivalent to duration of absence of the person to be replaced. This also applies for teachers whose salaries are paid using school resources.

Contract management

An employee working on contract begins his/her term of service immediately after the signing of the contract. He/she is not allowed to work before the signing of the contract.

The Head teacher shall:

- Open a file for each employee after the signing of the contract;
- Renew or modify the contract of service when this is required ;
- Decide on the salary of the employee;
- Register the employee with the Social Security Fund ;
- Register the employee with the health insurance service ;
- Plan the annual leave (18 working days).

Contract expiration

When the contract expires, the Head teacher will:

- Notify the concerned parties about the expiration of the contract;
- Cancel the contract when it is necessary (see model 20);
- Show the time the employee has worked and pay his/her final salary and allowances.

3.1.6. Pupils' management

The management of pupils is indeed a complex exercise which starts on the day the pupil reports to the school for the first time and ends when he/she leaves it.

Activities involving pupils' management include their registration, reception, teaching and learning and control of their behaviour. All activities involved in this exercise are executed by different actors. Different persons who fulfil these duties should take into consideration pupils' rights. The Head teacher oversees and coordinates all these activities to ensure their smooth running.

3.1.6.1. Registration and reception of pupils

Schools' opening date is decided and communicated by the Ministry of Education. All the schools must abide by the decision of the Ministry of Education on this issue.

A file must be opened for every child who joins the school. Existing files are updated for pupils who enrolled in school the previous years. (See model 21).

Pupils are given seats in classes and class lists are established and put up at appropriate places (notice boards). When pupils know their classes and seats, the teacher in charge of each class (class teacher), checks and distribute the necessary learning materials to them. He/she nominates an acting class monitor pending elections.

In boarding schools pupils are shown their dormitories and beds by the teacher in charge of discipline (there must be separate dormitories for boys and girls). Lists are also established for each dormitory. The discipline master/mistress will check whether pupils have the necessary materials for their stay in a boarding school. He/she allocates them places in the dinning hall. Those who have been in school for a longer time, supervise new comers.

3.1.6.2. Supervision of learning

The Head teacher supervises the learning process. He/she shall:

- Ensure the availability of textbooks and other teaching aids (chalk, registers,...);
- Provide a timetable in accordance with the ministerial order ;
- Establish the timetable of pedagogic activities (pupils' registration, distribution of materials, timetable of tests and exams) ;
- Ensure the respect of the timetable for all activities taking place in school and make sure that pupils carry out their duties appropriately ;
- Ensure that pupils report on time and work hard in school ;
- Put in place the necessary mechanisms that encourage pupils to learn better after each end of term evaluation (make public pupils' results, awards for the best pupils and encourage those who performed poorly to do better in future exams and tests) ;
- Help children in difficult conditions (provide counselling and guidance in order to help them in their learning and daily life situations) ;
- Organise for each academic year, coaching in order to prepare pupils for national examinations ;
- Sign students' progress reports, their certificates of attendance, certificates of successful results and student identification cards (see model 22) ;
- Analyse each time, student performances after evaluations and decide measures of helping critical cases ;
- Compare the results of the school against other schools' results and the average pass rate in the District and the country as a whole ;
- Inform parents on the performance of their children.

3.1.6.3. Discipline management

Each school must:

- Have internal regulations which are communicated to teachers, parents and other educational stakeholders after being adopted by the General Assembly;
- Allow pupils to elect their representatives ;
- Put in place a student council which deals with questions related to the good running of education and training ;
- Provide student identification documents (forms that follow pupils to whichever school they choose to join, individual forms, student identity card, student permission form) ;
- Choose one teacher in charge of student supervision during all school activities as well as extra curricula activities;
- Have at least one activity going on at all times in order to avoid idleness leading to actions of indiscipline (taking drugs, sexual misconduct, genocide ideology or other forms of discrimination) ;
- Keep communication books to link the school and parents ;
- Have a timetable for daily and weekly activities (time when classes begin, break time, time when children go home);
- Have a timetable for extra curricula activities (games, prep, catch up groups) ;
- Organise other activities which allow pupils to socialise and identify places where such activities can be carried out (prayers, youth movements, choirs, etc) ;
- Have a suggestion box.

N. B: In a private school:

1. Some of the Head teacher's duties are carried out by the owner of the school:
 - Represent the school during meetings with third parties ;
 - Sign work contracts ;
 - Renew or modify work contracts when necessary ;
 - Terminate contracts.
2. All personnel work on contracts signed between employees and the owner of the school;
3. The modalities of recruitment of teachers and other staff, their management and the end of their contract are carried out in accordance with the labour code.

3.2. The Primary school Head teacher's liabilities

Like any other civil servant or employee in the private sector, the Head teacher is answerable for offences committed while performing his/her duties and are punishable by law. Such actions can be classified as infractions, prejudice or loss against a fellow citizen or simply the violation or neglect of regulations and deontology of labour (disciplinary act).

In other words the Head teacher can be compelled to face charges imposed against him/her for criminal actions committed during his/her tenure of office, or for having failed to fulfil his/her duties and therefore be committed to penal, civil or disciplinary action.

3.2.1. Penal liability

The Head teacher or any person faces criminal charges if he/she committed a criminal act or omission to fulfil his/her duty resulting into actions punished by law. This can be considered as infraction by the criminal law. The criminal code distinguishes crimes, offences and fines. The Head teacher will be punished by law if while fulfilling his/her duties or by any circumstances, he/she is guilty of any criminal act or offence (e.g. beating or wounding, insulting a student or a teacher,...). Sanctions or fines can be applied against him/her in accordance to the seriousness of the committed offences.

The punishment can be either imprisonment and/or fine.

It should be pointed out that Article 17 of the Constitution of 4/6/2003, states 'each individual is responsible of his/her actions by law'. This is why when the Head teacher commits an infraction, no other person (wife, husband, deputy...) can be accused or condemned before the law for his/her wrongdoing.

3.2.2. Civil liability

The civil liability suggests that the Head teacher agrees to amend the damages caused by him/her, be it through infraction, negligence, carelessness or failure to plan, etc.

While the legal liability targets individual actions, the civil liability imposes sanctions against the person for own offences but also for those committed by another person.

3.2.2.1. Direct civil liability

The civil liability of the Head teacher is said to be direct when he/she faces charges when the committed offences involve him/her directly. Article 258 and 259 of the civil code, Book III, indicate that whoever offends other persons through his/her action, negligence or carelessness is accountable to them.

However, it is important to note that sometimes if the offence is committed while the person is fulfilling his/her duty, the employer can be asked to meet the cost for repair (e.g. an error which is not intentional in the signing of a contract between the school and a teacher who is employed temporarily to replace another teacher on leave. The teacher might be mistaken for a qualified teacher when he/she is unqualified).

3.2.2.2. Indirect civil liability

By indirect civil liability, a person is obliged to repair a damage or offence caused by another person or something. Therefore, the Head teacher is answerable for damages caused by for example schools' animals such as cows, dogs, or an unfixed tile that falls a hole which is not covered, or persons under his/her supervision (pupils during class time) as stipulated in the article 260 of the civil code, Book III.

The above cases fall into the Head teacher's liabilities unless he/she proves or it is proved that efforts were made to prevent the damage.

3.2.3. Disciplinary liability

The penal liability and the civil liability are dealt with through tribunals by judges. The disciplinary liability falls into the competence of administrative authorities (for example: depending on the seriousness of the offence, the Head teacher can handle the matter if the mistake was committed by persons who are under his/her supervision). But if the Head teacher committed the offence him/herself, his/her superiors will handle the case.

Disciplinary liabilities in a school involve all actions, facts, abstaining which turn to be offences against school rules and regulations committed by an employee of that school.

The disciplinary liability is therefore contained in the statute or the contract under which the employee works and which determines his/her obligations.

N. B: - One offence can be punishable through penal, civil and disciplinary sanctions. This can happen when for example a Head teacher beats and wounds a student. He/se can be imprisoned (penal sanction); he/she can be compelled to repair broken spectacles and pay medical bills (civil sanctions) as well as being dismissed from his/her post (disciplinary sanction).

- If it is proved that the presumed culprit did not commit the offence, the accused employee is not followed by the penal court or the civil court for reparation but disciplinary measures can be imposed against him/her because he/she could not fulfil his/her duties at work during the trial or investigations.

For example, if a Head teacher buys beer for a student. He/she will not be face penal liability because buying beer does not constitute an infraction. He/she faces neither the civil liability because if the offence did not take place, there will be no reparation. But disciplinary measures can be taken against him/her since the school code of conduct does not allow a Head teacher to behave in such a manner.

CHAPTER 4: MODELS OF FREQUENTLY USED SCHOOL DOCUMENTS

Model 1: STATUTES AND TYPICAL REGULATIONS OF THE SCHOOL'S GENERAL ASSEMBLY

We, the members of the School General Assembly of..... ,

Given, the Constitution of the Republic of Rwanda of the 4th June 2003 as amended to date, especially article 40;

Given the Organic Law n° 20/2003 on the 3rd June 2003, determining the organisation of education, especially in its articles 2, 19 and 22;

Given the Law n° 29/2003 of 30/8/2003 establishing the Organisation and Functioning of Nursery, Primary and Secondary Schools, in its articles 19 and 20;

Considering the common will between the government and the parents to guarantee efficient education in line with the Policy of Rwanda on education, the respect of laws and regulations;

With the conviction that this partnership will allow to strengthen education in all domains and at all levels;

Adopt the statute and regulations of General Assembly of a school which conform to the following articles:

Chapter one: General provisions

Article 1:

The General Assembly of Primary School ofis the supreme body of the school in its administrative, pedagogic and social development.

Article 2:

The General Assembly ofPrimary School is constituted by:

- All the parents whose children attend the school ;
- All the teachers of the school ;
- The Head teacher, who is also the Secretary of the General Assembly of a school ;
- Student representatives who are nominated according to the internal regulation of the school ;
- The proprietor of the school and his/her assistants. Their number should not exceed three persons for the government aided and private schools ;
- Any other person approved by the General Assembly of a school.

Article 3:

The General Assembly ofPrimary School has the duty to:

- Establish the specific orientation of the school in accordance with its motto ;
- Give opinions and suggestions in relation to the overall development of the school and solutions to major problems of the school ;
- Examine and approve internal rules and regulations of the school and other directives related to matters regarding education and management ;
- Examine and approve budget estimates of the school and determine the contribution of parents when needed;
- Examine and approve activity programs of the school and determine their priorities ;
- Ensure the follow up of financial management of the school ;
- Elect and dismiss members of the Executive Committee of the school's General Assembly of a school.

Chapter 2: Organisation and functioning

Article 4:

The General Assembly of a school is assisted by the Executive Committee in order to execute its decisions appropriately.

Section One: The functioning of the General Assembly of the school

Article 5:

The General Assembly ofPrimary School fulfils its duties in strict respect of laws, regulations and directives given by the authorities in charge of education at National and District levels.

Article 6:

The General Assembly of a school of the school elect from parents the president the vice-president and three advisors.

It also elects a Treasurer from the teachers.

Article 7:

The General Assembly ofPrimary School holds it's Ordinary Sessions of meetings twice a year. The first session is for the preparation of the next school opening; the second session is for the evaluation of performance in the middle of the year (end of 1st and 2nd Term). The announcement for the ordinary session is done at least 15 days before it sits.

The General Assembly of a school can also hold an extraordinary meeting each time it is necessary. The announcement for the extraordinary meeting is done at least 5 days

before it sits. Discussions for this meeting deal only with issues prescribed on the agenda.

The General Assembly ofPrimary School is called and presided over by its president or vice president in the absence of the president.

In case of absence of the president and vice president, the General Assembly of a school can be called by a 1/3 of its members. Those present elect one of them to be the president for the occasion.

The ordinary meeting of the General Assembly of a school is called through letters taken to parents by the pupils while the extraordinary session is announced through radio broadcast.

Article 8:

The General Assembly of a school sits and holds its proceedings when 2/3 of its members are present. If this quorum is not reached, the meeting is postponed and a new date is set within a period of 15 days.

Article 9:

The General Assembly of a school can invite in its meeting any person proved capable of giving advice on a given matter prescribed on the agenda. The invited person does not have the right to vote or to follow the discussion on other matters on schedule.

Article 10:

The members of the General Assembly of a school sign the resolutions of the meeting immediately after its holding. A copy of these resolutions is handed to the Mayor of the District not later than a period of 5 days.

Article 11:

The minutes of the General Assembly of a school's meeting ofPrimary School is signed by the Chairperson and its Secretary and approved at the next meeting. A copy of the report is sent to the Mayor of the District within a period of 15 days from the date of its approval.

Article 12:

The decisions of the General Assembly of a school are taken by absolute majority of votes. In case of equal votes, that of the president is counted twice.

Article 13:

All the activities of the General Assembly ofPrimary School are not funded by the school.

Article 14:

The decisions of the General Assembly ofPrimary School are implemented by its Executive Committee.

Section 2: Functioning of the executive committee of the school's General Assembly

Article 15:

The Executive Committee fulfils its duties in strict respect of laws, regulations and directives given by the authorities in charge of education at national and district levels, as well as those that are given by the school's General Assembly of a school.

Article 16:

The Executive Committee ofPrimary School is constituted by:

- The President and Vice-President of the General Assembly of a school;
- The proprietor of the school or the person representing him/her ;
- The school's Head teacher who acts as Secretary ;
- Two teachers (one man and one woman) who represent their colleagues. They are elected by the teacher's council ;
- Two pupils (a girl and boy) who are elected by their school mates.

Article 17:

With the exception of the owner of the school or his/her representative and the Head teacher, the members of the Executive Committee of the General Assembly of a school are elected for a mandate of two years renewable.

Article 18:

In case of voluntary resignation or imposed by the General Assembly of a school or in case of death of a member of the Executive Committee during the mandate, the person elected to replace him/her will finish the mandate of his/her predecessor.

Article 19:

The Executive Committee of the General Assembly ofPrimary School has the following responsibilities:

- Implement the decisions of the General Assembly of a school;
- Prepare the meetings of the General Assembly of a school;

- Follow up the implementation of the decisions taken by the General Assembly of a school;
- Ensure the application of the laws, the regulations and directives of the school ;
- Follow up the management of the budget and property of the school ;
- Ensure pedagogic follow up ;
- Follow up the discipline of teachers and pupils ;
- Analyse the big problems of the school and suggest solutions ;
- Carry out any task assigned to it by the General Assembly of a school of the school ;
- Give suggestions to the General Assembly of a school with the aim of improving the quality and/or the performance of the school.

Article 20:

The chairperson, the vice-chairperson and the secretary of the general assembly ofPrimary School with the owner of the school hold the office of the executive committee of the General Assembly of a school.

Article 21:

The Executive Committee of the General Assembly of a school meets once in a term during its ordinary session. It must be called at least 15 days before it sits. It can be held in an extraordinary meeting when it is required. Such a meeting is called at least 5 days before it sits. Discussions held in this meeting must be focused only on issues prescribed on the agenda of the meeting.

The Executive Committee of the General Assembly ofPrimary School is called and presided over by its president or in his/her absence, the vice president.

In case of absence, difficulty or failure of both the president and the vice president, the executive committee's meeting is called by a 1/3 of its members. The chairperson is elected within the committee for the occasion.

The ordinary or extraordinary session of the executive committee is called in writing and addressed to all its the members. It includes the agenda, the date, the location and the time of the meeting.

Article 22:

The Executive Committee sits and deliberates legitimately when 2/3 of members are present at the meeting. If this quorum is not obtained, a new call is made in a period not exceeding 15 days. In this case, the executive committee meets and decide whether the quorum is reached or not.

Article 23:

The members of the Executive Committee sign the resolutions of the meeting immediately after its closure. A copy of these resolutions is sent to the president of the General Assembly of a school no later than 3 days after the meeting.

Article 24:

The minutes of the executive committee meeting are signed by the chairperson of the meeting and his/her reporter and approved during the next meeting. A copy of the report is approved and sent to the General Assembly of a school.

Article 25:

The decisions of the Executive Committee are taken by the absolute majority of the votes. In case of equal votes, the vote of the president is counted twice.

Article 26:

All the activities of the executive committee of the General Assembly of a school are not funded by the school.

Chapter 3: Final provisions

Article 27:

The present statute can be modified by the General Assembly of a school if this is demanded by 2/3 of its members.

Article 28:

The present statute is adopted and approved by the members of the General Assembly ofPrimary School.

Done at..... the

The members of the General Assembly of..... School:

(List of Names and Signatures attached)

Model 2: TEACHER IDENTIFICATION FORM

District :

Sector :

School :

N°	Names	Date of Birth	Gender		Qualification	Function	Nationality
			M	F			

Model 3: THE COMPONENTS OF A SCHOOL'S INTERNAL REGULATIONS

- Timetable of daily activities;
- Proper care of materials used at school (for teachers and pupils as well);
- Order and discipline in classrooms and other areas;
- Body, clothing and environmental hygiene;
- Dressing in uniform and other requirements;
- Hard work ;
- Implementation of modalities of the contract of performance;
- Entertainment;
- Extra curricula activities for teachers and pupils;
- Motivation for teachers and pupils;
- Punishment;
- Organisation of clubs, youth movements, different religious denominations, etc.

Model 4: THE COMPONENTS OF A REPORT

1. School entry report

** Page one*

- The complete address of the school
- The statute of the school
- The owner of the school
- Sections

** Next pages*

- Administration personnel (names, sex, qualifications, posts)
- Teaching staff (names, sex, qualification, subjects taught)
- Number of periods for each teacher
- Class list (names, sex, date of birth, district of residence of parents, boarder / day scholar)
- Weekly timetable for each class

2. Financial Report

Refer to the 'Financial Management' manual

3. Deliberation Report

Names Subjects	% Points obtained					Decision of the Deliberation	Observation
	Maths	Phy	Bio	Kiny	Hist		
1. Kalisa Pierre							

4. Annual report

** Page one:*

- Complete school address :
- Statute of the school :.....
- Owner of the school :
- Name of the Head teacher :.....
- Number of administration personnel:.....
- Number of teachers :.....
- Sections :.....
- Number of pupils (indication of sex):

** Next pages:*

- Administrative personnel (names, date of employment, level of education, responsibilities, sex, age);
- Teaching staff (names, level of education, date of employment, subjects taught by each teacher, sex, age);
- Support staff (names, responsibilities, level of education, sex, age, date of recruitment);
- Number of pupils per class and per section (mention the sex);
- Timetable for each class;
- Timetable for each teacher;
- List of pupils in alphabetical order per class (specify : date of birth, boarder or day scholar, source of funding for school fees, orphan of father and/or mother);
- Sports fields (indicate their conditions);
- Condition of buildings :
 - o Administration buildings (indicate the condition);
 - o Classrooms (indicate the condition, the accommodation capacity);

- Dinning hall (indicate the condition, the accommodation capacity);
 - Girls' dormitories (indicate the condition, the accommodation capacity);
 - Boys' dormitories (indicate the condition, the accommodation capacity);
 - Toilets (indicate the condition, the accommodation capacity);
 - Staff room (indicate the condition, the accommodation capacity);
 - Worship at school (available places);
 - Library (number of books, size);
 - Sickbay (accommodation capacity).
- Others (NGOs which collaborate with the school, etc);
 - A summary of evaluation of each year;
 - A summary of the financial situation of the school (creditors and debtors ; and show amounts of creditors and debtors);
 - A list of pupils who dropped out of school during the year and the reasons;
 - A list of teachers and/or administration personnel who left their posts during the year and the reasons ;
 - Main school activities and extra curricula activities realised during the academic year (sports championships, competitions, tests, birthdays, visits to genocide memorial, Minister's visits...).

Model 5: SANCTIONS DECIDED BY THE HEAD TEACHER

TOWARDS EMPLOYEES

EMPLOYEES GOVERNED BY STATUTES

- verbal warning;
- explanatory letter;
- written warning.

UNDER CONTRACT:

** In a government or government aided school*

- verbal warning;
- explanatory letter;
- written warning;
- 15 days work suspension;
- salary suspension;
- termination of contract.

** In a private school*

- verbal warning;
- explanatory letter;
- written warning.

TOWARDS PUPILS

- verbal warning;
- warning or remark in the presence of his/her colleagues;
- written confirmation of the decision taken by the disciplinary committee of the school.

Model 6: FILING SYSTEM IN THE SCHOOL

Registers

- Register for received letters;
- Register for sent letters;
- Register for personnel (with complete identification information);
- Register for pupils (per class and section). This should be done from the first day of the academic year;
- A register for the school's clubs, with the names of their members and their committees;
- A register for religious denominations existing in school, their members and the timetable for their prayers.

Files

- The official school calendar and weekly timetable of the school;
- Letters to and from the District;
- Letters to and from parents;
- Letters to and from teachers;
- Laws, regulations and various ministerial orders;
- Meetings, reports (of pupils, teachers, educational, parents, different clubs in the school);
- Quarterly and end of year entry reports;
- Reports on deliberation proceedings;
- Financial reports (quarterly and annual reports);
- Activity plans, budget estimates, etc.
- Student results (summaries from the analysis of quarterly, annual and national examinations);
- Report on activities which were carried out in the course of the year which has just ended. These activities had been planned for that year.

Model 7: MAJOR PROBLEMS TO BE COMMUNICATED

Any problem taking place at school must be communicated to the direct hierarchy authorities. These are among others:

- Epidemics causing the hospitalisation of many pupils or sending them home;
- Many student drop outs;
- Strikes or attempts to strike by pupils or teachers;
- Buildings burnt at school;
- The school facing charges in court;
- The death of a student or an employee at school;
- Food poisoning among pupils;
- Strong winds or heavy rains destroying school farms/gardens and houses;
- Conflict creating tension among pupils, employees or teachers themselves or between pupils and teachers or employees;
- Any event capable of causing division and racial, ethnic, religious segregation at school;
- All the trauma cases (their causes, number of affected persons, what was done to help...);
- Any security related aspect recorded from within or outside the school and affecting it.

NB:

- ❖ The most advisable rapid communication means is the telephone, but it must be followed by an official letter in the shortest period.

Depending on the seriousness of the incident, authorities to be informed are: The sector, the district, the nearest police station, the Regional Inspection of Education, MINEDUC

- ❖ There is no minor case in the matter of security (it is better to be too careful rather than having to regret a damage caused by negligence).

Model 8: FORM OF PERMISSION LETTER FOR EMPLOYEES ON OFFICIAL DUTIES

Republic of Rwanda
District :.....
Sector :.....
School :

PERMISSION LETTER FOR EMPLOYEES ON OFFICIAL DUTIES

Delivered to Mr / Mrs. / Miss (Names):
Post:
Motive of the mission:
Expected outcome:
Destination:
Place and date of departure:.....
Date of return:.....
Duration (number of days):
Means of transport:.....
Name of authority proposing the mission:
Allowance:.....
Total amount:.....

Delivered to, on the

Authorised by:

The Mayor of the District of
(The Executive Secretary of the Sector of)
Names, Signature and Stamp

Visa from the destination Institution

Date of arrival (date):.....
Date of return (date).....

Stamp and signature

Model 9: INVITATION LETTER TO A MEETING

District :

Sector :

School:.....

N°...../...../08

Ref: Invitation to a meeting

Dear Sir/Madam,

We hereby invite you to a teachers' meeting on theat in the school's meeting hall. The meeting will take two hours.

The following points are on the agenda:

- Progress in the teaching ;
- Analysis of student results from the inter school district examinations ;
- Hygiene at school ;
- Any other business (A.O.B).

Your presence and punctuality for this meeting will be highly appreciated.

Name of Head teacher

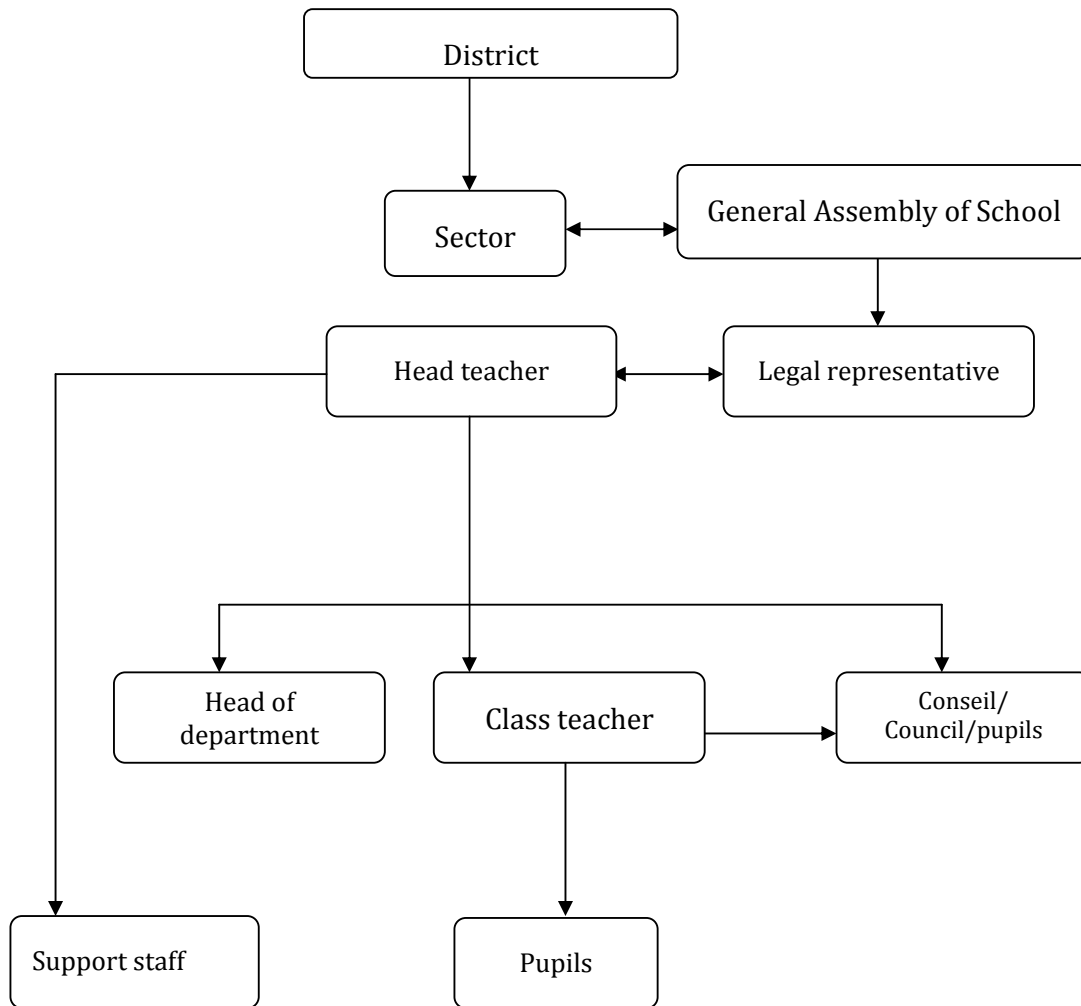
Signature and stamp

Cc:

-The District Mayor of

Model 10: ORGANISATIONAL STRUCTURES

Organisational structure of a primary school



Model 11: VACANCY ANNOUNCEMENT LETTER

District :
Sector :
School :
N°...../...../08

The Mayor
..... District
Date:

Ref: Vacancy announcement

Dear Sir/Madam,

I would like to inform you that from the date of the school has one vacant teaching post in primary 1.

The holder of this post resigned for personal reasons on the above mentioned date.

Yours sincerely,

Head teacher ofSchool

Name, signature and stamp

CC:

.....

.....

Model 12: APPOINTMENT LETTER

District :
Sector :
School :
N°...../...../08

Mr/Mrs/Ms.....
.....

Ref: Appointment

Dear Sir/Madam,

With reference to your application of to Primary School;

Considering your A2 Certificate from TTC on theas well as the results you obtained during the interview organised by the District ofon the ;

I hereby inform you that you have been appointed atPrimary School for the post of a teacher, with effect fromThe Head teacher on the reception of this letter will provide you with a timetable.

Yours sincerely,

Mayor of the District of.....
Name and Surname, signature and stamp

CC:

The Head teacher of
.....

Model 13: DOCUMENTS CONTAINED IN AN EMPLOYEE'S FILE

- Job application letter;
- Curriculum vitae;
- Birth certificate;
- Complete identity form;
- Marital status;
- Medical certificate;
- Police record;
- Notified copy of degree ;
- Passport photos;
- Appointment letter;
- Certificate of service (if necessary);
- Any other professional letter ;
- Copy of the evaluation of the employee.

Model 14: DISMISSAL LETTER

District :

Sector :

School :

N°/...../08

Mr / Mrs / Ms

Ref: Dismissal without explanation

Dear Sir/Madam,

Considering that on.....you were appointed to the post of atPrimary School, after fulfilling all the requirements;

Given that the administration of the school realised that you did not fulfil your duties, you cannot continue to occupy the post of

It is with regret that I inform you that you are no longer an employee ofprimary school with effect from.....

The decision herein takes effect from the date of signature.

Mayor of the District of

Name, signature and stamp

CC:

.....

.....

Model 15: EXPLANATORY LETTER

District :

Sector :

School :

N°/...../08

Mr / Mrs / Ms

Ref: Request for explanations

Dear Sir/Madam,

Considering that on.....you were absent from work without prior notification, and since this constitutes a serious offence;

Conforming to the statute of teachers as stated by article.....

The school administration of requests you to present your explanatory letter not later than 2 days from the reception of this letter.

The Head teacher ofSchool

Name, signature and stamp

CC:

.....

.....

Model 16: WARNING LETTER

District of

Sector of

School:

N°...../...../08

Mr / Mrs / Ms

Ref: Warning

Dear Sir/Madam

Considering that on the date ofyou were absent from work without prior notification, and since this constitutes a serious offence;

Considering the decision of the disciplinary committee of the school which met on, after examining your explanatory letter of, it was found to be unsatisfactory ;

A disciplinary measure “warning” has been taken in conformity with article of the Presidential Decree No..... with regard to the statute of teachers

The Head teacher ofPrimary School

Name, signature and stamp

CC:

.....

Model 17: DISMISSAL LETTER

District :

Sector :

School :

N°...../...../08

Mr / Mrs / Ms

Ref : Dismissal

Dear Sir/Madam,

Considering that on the date of....., you were found guilty of..... and considering that such an offence cannot be tolerated as a government employee with the post of

With reference to the minutes of the meeting of the District Education Committee held onand after analysing your indiscipline at work;

In conformity to articleof the teacher's statute;

It is with regret that you are informed on your dismissal from work with effect from atPrimary School.

The decision herein takes effect from the date of signature.

The Mayor of the District of.....

Name, Surname and stamp

CC:

.....

Model 18: RETIREMENT LETTER

District of
Sector of
School:

N°...../...../08

Mr / Mrs / Ms

Ref: Letter of retirement

Dear Sir/Madam,

With reference to your letter of requesting for retirement and given article of the statute of teachers, determining the retirement age;

Given that you served Rwanda as a teacher and with dignity since

Considering your age and conforming to articleon the status of teachers;

It is with honour that I convey my gratitude and wish to inform you that you have been retired due to age, with effect from the date this letter is signed.

The Mayor of the District of.....
Name, signature and stamp

CC:

.....
.....

Model 19: TYPE OF WORKING CONTRACT

.....Primary School

CONTRACT OF EMPLOYMENT

Between ... Primary School, herein referred to as 'the Employer';

And

Mr / Madam / Ms....., herein referred to as 'Employee';

A contract has been signed and the parties have agreed to the following:

Article 1: Object of the contract

This contract is a working contract for the work of..... (Ex: day / night watchman)
concluded in conformity with law n° 51/2001 of 30/12/2001 of the labour code.

Article 2: Duration of the contract

The present contract will be in effect for a period of one year betweenand
(Date), renewable upon agreement between the two parties.

Article 3: working hours

The day watchman will work between 7:00am and 5:00pm.

The night watchman will work between 5:00pm and 7:00am.

Article 4: Employee's obligations

The employee abides to the following rules:

- Ensure daytime security / night security of all the buildings ofPrimary School as well as their equipment ;
- Pay damage caused due to lack of commitment towards the implementation of the mission entrusted to him/her by the present contract (theft committed on areas guarded by him/her due to negligence, carelessness, complicity, etc....) ;
- Ensure discretion related to tasks related to guarding, facts and information known to him/her in circumstances pertaining to the present contract ;
- Possess moral values and prove to be of clean conduct towards services rendered to the employer and pupils ;
- Ensure protection of the employer's interests ;
- Ensure the strict respect of laws, regulation or directives governing the employer; etc.

Article 5: Employer's obligations

This contract, the employer agrees to abide by the following:

- Pay at the end of the month the employee a salary ofRwandan francs (.....Rwf) for work carried out. The remuneration will be calculated based on a salary scale imposed by laws and regulations related to taxes and levies on allowances and salaries ofRwandan francs (.....Rwf) ;
- Provide the employee with the necessary orders and instructions allowing him/her to carry out effective services ;
- Provide the employee with health insurance and social security fund contributions.

Article 6: Termination of the contract

This contract may be terminated before its expiry date with the consent of both parties. It can also be terminated without notice by the employer in writing and without compensation if the employee fails to honour one of the obligation provided in article 4 of the present contract.

It can also be terminated without notice by the employee in writing and without compensation if the employer does not fulfil obligations provided by article 5 of the contract.

This does not prevent any of the two parties from appealing to the jurisdiction to claim damages and interests.

Article 7: Final clauses

For any specification which does not appear in the present contract, the contracting parties will refer to the provisions of the Rwandan legislation concerning contracts.

Article 8: Implementation

This contract will take effect from the date it is signed by both parties.

Done at on.....

For the Employee:

Name and signature

For the Employer:

Name of the Head teacher

Signature and stamp

Model 20: LETTER OF TERMINATION OF CONTRACT

District :
Sector :
School :
N°...../...../08

Mr / Mrs / Ms

Ref: Termination of contract

Dear Sir/Madam,

Given that in articleof contract N°.....of, it is stipulated that one of the parties can terminate the contract if the other party did not fulfil the obligations;

Considering that your absenteeism and repeated lateness have been seriously affecting the proper running of the school;

Given that different school authorities have been giving you advice with no effect on your behaviour;

I am obliged to unconditionally terminate the contract which was concluded on the between thePrimary School and Mr/Mrs/Ms.....

I would also like to inform you that according to article e.g. contract no....., your thereby given a notice of days and this letter will take effect from

The Mayor of the District of.....
Name, signature and stamp

CC:
.....

Model 21: STUDENT REGISTRATION FORM

District :.....
Sector :.....
.....Primary School

Academic Year:
Class...

N°	Student name	Date of birth	Father's name	Mother's name	Parents' residence	Observation

NB: Put a cross in the parent's name column, if the parent is deceased

Model 22: CERTIFICATE OF ATTENDANCE

1. CERTIFICATE OF ATTENDANCE

“To Whom It May Concern”

CERTIFICATE OF ATTENDANCE

District of.....

..... School

I, Head teacher (names) ofPrimary School, acknowledge that Mr/Mrs/Ms..... was a regular pupil ofPrimary School fromJanuary 2006 to October 2006.

This certificate is addressed

2. CERTIFICATE OF SUCCESSFUL COMPLETION OF.....

“To Whom It May Concern”

CERTIFICATE OF SUCCESSFUL COMPLETION OF.....

District of.....

..... School

I, Head teacher (names) ofPrimary School, acknowledge that Mr/Mrs/Ms..., completed successfully (65%) in P.5 ofPrimary School for the academic year 2005.

Done at the.....

The Head teacher ofPrimary School

Names, signature and stamp

3. STUDENT CARD

STUDENT IDENTITY CARD N°	
Valid for the Academic Year:	
.....Primary School	
Name of student:	Photo
Date of birth:sex:	
Sector of residence:	
District of residence:	
Year of attendance:	
The Head teacher of the school	
Names and stamp	
Person to contact in case of an emergency :	
Names :	
Telephone :	

INDICATORS FOR A PRIMARY SCHOOL MANAGEMENT

DETAILS TO BE VERIFIED	INDICATORS	VERIFICATION MEANS
1- Laws and official directives	A file containing laws, directives and decrees: laws of education, school calendar, deliberation, discipline, statute of promoters' association, official newspapers ...	Consultation of the file
2- A file for the school	The school has a file that contains among others : a letter of accord if there is any, cadastral form or the plan of the school showing clearly its limits	Consultation of personnel files
3- Personnel files	<ul style="list-style-type: none"> - Individual files for teachers containing : identification certificates, certified copies of degrees and certificates, letters of experience if the individual worked in other institutions, certificates of trainings, passport photos, medical certificate, reports on the employees quotations, all correspondence related to the profession (letter of employment, sanctions and rewards, leave, ...) - Teachers must have at least A2 level of qualification. 	Consultation of personnel files
4- Pupil's individual files	<ul style="list-style-type: none"> - Pupil's individual files showing : complete identification of the pupil, his/her residence location, the pupil's form that follows him/her with all the correspondence concerning him/her, his/her results and behaviour as well as any other important element - Respect of procedures and regulations in matters of admission and promotion of pupils 	Consultation of pupil's files
5- Discipline	<ul style="list-style-type: none"> - The school has internal regulations based on the rights and determining teachers' and pupils' code of conduct as well as disciplinary measures in case of lack of discipline - Respect of the norms of the school - Each pupil has an individual form 	Consultation of internal regulations : see pupils individual forms ; see teacher's reports, meetings with the Head teacher, teachers and pupils

	<ul style="list-style-type: none"> - Absenteeism and coming late recorded and analysed by the teachers who inform the Head teacher - Assemblies are held. During these assemblies the Head teacher and teachers exchange ideas with pupils on educational topics. - Good behaviour within and outside the school - Commitment to work - Positive behaviour is highlighted 	
6- Parents' involvement	<ul style="list-style-type: none"> - Parents' committee is in place : <ul style="list-style-type: none"> · The executive committee is functional · The executive committee meets at least once a term · Reports of meetings held by the executive committee are available 	Consultation of reports and other documents and interviews
7- Communication	<ul style="list-style-type: none"> - Organisation of meetings at school (with pupils at least once a term, with teachers at least a once a month with parents at least once a term, with local authorities at least once a year - Reports of meetings are compiled and transmitted to concerned partners and authorities with indication of the date of the meeting, the topic to be discussed, the participants, the meeting's unfolding and outcomes - To write and transmit a report at the beginning of the academic year 15days after its opening and a report at the end of the academic year 15days after its closing - Providing and receiving information to and from teachers using a notice board and suggestions' box 	<p>Consultation of the meeting file</p> <p>Consultation from the copies of meetings</p>

8- Motivation of personnel	- Concrete measures aimed at motivating the personnel are taken: lunch for teachers who commute; a solidarity fund to help each other in case of difficulty, pedagogic assistance ...	Interviews with the Head teacher and staff
9- Collaboration with the community around the school	<ul style="list-style-type: none"> - The community assist the school through various activities: construction, planting trees, fundraising to solve a given problem, talks aimed at helping pupils (advocacy by the community, religious people and local authorities...); - Some activities are carried out by the school to help the community: tree planting, fight against erosion, teachers advocate in favour of the community on technical topics such as hygiene, AIDS, improved stoves,) 	Interviews
10- Affiliation to vocational associations	<ul style="list-style-type: none"> - Teachers are members of saving and credit cooperatives « Mwarimu SACCO » - Teachers are members of primary schools teachers' associations and take part in its activities 	Verify teachers' participation i activities carried out by their association

Source: General Inspectorate of Education

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- Republic of Rwanda, *Constitution of the Republic of Rwanda*, 2003
- Republic of Rwanda, Law N°22/2002 of 09/07/2002 *Establishing General Statutes for Rwanda Public Service*, 2002
- Republic of Rwanda, Law N° 08/2006 of 24/02/2006 *Establishing the Organization and the Functioning of Districts*, 2006
- Republic of Rwanda, Law N° 51/2001 of 30/12/2001 *Establishing Labour Code*, 2001
- Republic of Rwanda, Organic Law N° 20/2003 of 3/08/2003 *Organizing Education*, 2003
- Republic of Rwanda, Law N° 29/2003 of 30/08/2003 *Establishing the Organization and the Functioning of Nursery, Primary and Secondary Schools*, 2003

ANNEXES:

(See CD « School Management »)

1. Education Sector Policy, 2003
2. Organic law n°20/2003 of 03/08/2003 on organisation of education
3. Law n° 29/2003 of 30/08/2003 on organisation of pre-primary, primary and secondary education
4. Law n° 08/2006 of 24/02/2006 on organisation and functioning of Districts
5. Presidential Decree N°32/01 of 16/10/2003 on regulations of official missions of civil servants inside Rwanda
6. Orders of the Minister of Education
 - Ministerial order n°001/2006 of 13/07/2006 on hygiene in schools
 - Ministerial order N°001/2007 of 30/1/2007 on the management of school fees 'capitation grant' in primary schools
7. Law n° 51/2001 of 30/12/2001 on the Code of Labour
8. Statistical information requested by the Ministry of Education from schools