



**Glorious United For  
Rural Development**

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***Glorious United for Rural  
Development (GURD)***

***SALARY STRUCTURE***

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AUGUST 3, 2025



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## 1. Introduction

This document outlines the official Salary Structure and Human Resources Policy for Glorious United for Rural Development (GURD-Rwanda), a local nonprofit empowering rural women and girls through education, skills training, entrepreneurship, and leadership development. GURD-Rwanda envisions a society where marginalized girls and women have equal access to education, economic opportunities, and leadership platforms.

## 2. Background and Rationale

As GURD-Rwanda continues to expand across Rwanda, especially in underserved districts, it is essential to have a well-structured, transparent, and equitable compensation policy. This policy supports:

- Attracting and retaining qualified talent
- Promoting accountability and motivation
- Sustaining financial health and growth
- Aligning with our strategic vision and operational goals

With the strategic goal to increase staff to six full-time professionals by 2029 and scale GURD's operations and training centers, establishing job roles and pay scales is a vital investment in institutional sustainability.

## 3. Vision, Mission, and Objectives

**Vision:** To see every rural girl and woman in Rwanda empowered with skills, confidence, and opportunities to lead, innovate, and thrive.

**Mission:** To support and uplift marginalized women and girls in Rwanda through tailored vocational training, leadership mentoring, and entrepreneurship development.

### **Strategic Objectives (2024–2029):**

1. Reach 10,000 girls through short entrepreneurship courses
2. Build a national entrepreneurship hub
3. Hire and professionally develop six full-time, diverse staff

## 4. Guiding Principles of the Salary Policy

GURD-Rwanda is committed to the following core values:

- **Equity & Fairness:** ensures that all staff are treated fairly and equally, regardless of their gender, geographic origin, ethnicity, disability status, or social background. It

promotes a work culture where every employee has **equal access to opportunities, resources, and rewards.**

- **Transparency:** the open and clear communication of **roles, responsibilities, salary scales, and performance expectations** to all staff members.
- **Competitiveness:** GURD-Rwanda ensures that its salary structure remains **competitive with other small to medium-sized local NGOs** operating in similar sectors and regions of Rwanda.
- **Sustainability:** salary structures are designed based on **realistic budget forecasts** and aligned with the organization's **long-term financial health.**

## Positions

### **Executive Director**

#### Who We Are Looking For:

We are seeking a visionary, ethical, and strategic leader to serve as the Executive Director of GURD-Rwanda. The ideal candidate will bring extensive senior management experience in the non-profit or development sector—particularly within organizations focused on gender equality, youth empowerment, education, or community development. This leader will be passionate about social justice, possess deep knowledge of institutional management, and have the credibility and interpersonal skills to represent GURD-Rwanda to donors, partners, and beneficiaries.

#### Education Requirements:

- Master or Bachelor's in Development Studies, Public Administration, Management, Accounting and Finance, Gender Studies, or related field

#### Experience Requirements:

- 10+ years in leadership positions within NGOs: progressive experience in senior management roles within non-governmental organizations, particularly in the development or humanitarian sectors. It indicates a well-rounded understanding of NGO operations, donor compliance, field programming, community engagement, and institutional growth.
- Fundraising and donor engagement: This involves the ability to identify, secure, and sustain funding from diverse sources, including bilateral donors (e.g., USAID, EU), UN agencies, foundations, embassies, and private sector actors. It also means nurturing long-term relationships with donors through transparency, impact communication, and trust-building.

- Leading multi-sectoral teams (finance, M&E, HR): the capacity to manage and coordinate functional departments beyond just program teams — recognizing that effective leadership requires integration of technical, administrative, and operational units.
  - a) Ensuring the finance team aligns budgeting and expenditures with project timelines.
  - b) Working with M&E staff to ensure data-driven planning, reporting, and learning.
  - c) Collaborating with HR to recruit, onboard, develop, and retain qualified personnel.
  - d) Promoting cross-functional teamwork and breaking down silos between departments.
  
- Strategy and policy development: the ability to guide the development of long-term organizational strategies and the internal policies that govern operations. A strategic leader shapes the organization's vision, translates it into actionable roadmaps, and ensures internal systems support mission delivery.
  
- Stakeholder relations (government, community, international partners): the leader can build and maintain constructive relationships with various actors critical to the organization's success. These include public sector officials, local community leaders, civil society networks, and development partners.

**Key Responsibilities:**

**1. Direct All Operations, Programs, and Strategic Planning**

The Executive Director has overarching responsibility for the coordination and supervision of all organizational operations and programs. This includes ensuring that all departments and teams are functioning in alignment with GURD-Rwanda's mission, annual work plans, and the 2024-2029 Strategic Plan. The ED works closely with program managers and operational teams to translate strategic goals into actionable plans and ensures that resources (human, financial, material) are efficiently allocated to meet program objectives.

The ED also monitors organizational performance and ensures adaptive management making real-time strategic adjustments in response to emerging trends, risks, and opportunities, both within Rwanda and in the regional development landscape.

**2. Represent GURD-Rwanda at National and International Levels**

As the organization's chief ambassador, the ED serves as the face of GURD-Rwanda in all high-level engagements. This includes building and maintaining strong working relationships with government institutions (such as MINALOC, MIGEPROF, and MINEDUC), bilateral and

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multilateral donors, INGOs, and networks focused on youth, gender, disability inclusion, family strengthening, and livelihoods.

Internationally, the ED may participate in strategic partnerships, global conferences, regional consortia, and resource mobilization events to raise GURD-Rwanda's profile and advocate for policies or resources benefiting the communities served. The ED ensures that the organization's vision, values, and achievements are consistently and powerfully communicated on all platforms.

### **3. Lead Fundraising, Donor Reporting, and Budgeting**

Fundraising is a central function of the ED's role. This involves identifying funding opportunities, cultivating relationships with donors (institutional, corporate, and philanthropic), and leading the proposal development process in collaboration with the program and finance teams. The ED ensures funding strategies are diversified and sustainable, reducing dependency on a single source.

The ED also oversees high-quality, timely donor reporting, ensuring all technical and financial reports are accurate, transparent, and aligned with grant requirements. In terms of budgeting, the ED works with the Accountant and Operations Manager to prepare annual budgets, allocate resources effectively, and ensure that financial practices are compliant with donor regulations and internal policies.

### **4. Guide Human Resource Planning and Institutional Development**

The ED plays a key role in shaping GURD-Rwanda's organizational culture and institutional capacity. This involves overseeing HR planning, recruitment, retention, and performance management systems. The ED ensures that the organizational structure supports growth and that staff are well-trained, motivated, and empowered to deliver results.

Moreover, the ED initiates and leads organizational development processes such as internal policy updates, organizational audits, and change management efforts. This includes promoting internal learning, gender equity, inclusion, and continuous professional development to build a resilient and high-performing team.

### **5. Strengthen Governance and Board Engagement**

The ED is accountable to the Board of Directors and plays a vital role in supporting strong governance systems within GURD-Rwanda. This includes preparing and presenting strategic updates, financial reports, and risk assessments to the Board at regular intervals.

The ED ensures that the Board is well-informed and effectively engaged in decision-making, especially around strategic direction, policy approval, and major organizational shifts. In return, the ED also provides strategic advice to the Board based on internal data, sector trends, and operational realities. A strong, trusting relationship between the ED and the Board is essential for ensuring organizational sustainability and good stewardship.

### **Key Competencies:**

**Strategic Leadership:** the ability to set a long-term vision for the organization, anticipate challenges and opportunities in the external environment, and steer the organization toward impactful and sustainable results. This involves formulating clear goals based on evidence and values, aligning teams around those goals, and ensuring flexibility in decision-making to respond to change.

**Organizational Development:** the process of improving the internal health, effectiveness, and sustainability of the organization. It involves strengthening systems, structures, policies, and human capital so that the organization can achieve its mission efficiently.

- Designing and updating internal policies (HR, Finance, Safeguarding, Gender).
- Building systems for staff performance management and professional growth.
- Leading change management initiatives when scaling up or restructuring.
- Cultivating a values-driven, inclusive, and learning-oriented work culture.
- Ensuring compliance with legal frameworks and donor standards.

**High-Level Negotiation and Communication:** the ability to engage and influence stakeholders, including government officials, donors, partners, and the media, with professionalism and confidence. It goes beyond basic communication — it involves advocacy, diplomacy, and the capacity to secure favorable outcomes through persuasion and relationship-building.

**Team Building and Mentoring:** creating a cohesive, motivated, and skilled workforce. It involves cultivating trust, encouraging collaboration, resolving conflicts, and helping staff grow both personally and professionally.

**Fluency in English and Kinyarwanda:** possessing advanced proficiency in both spoken and written forms of the two official languages used in GURD-Rwanda's internal and external communication.

**Computer Literacy and Digital Skills:** the ability to confidently and efficiently use modern digital tools and information technology to enhance work productivity, data management, communication, and innovation in program implementation and administration.

- Proficiency in Microsoft Office Suite (Word, Excel, PowerPoint, Outlook) for document creation, budgeting, reporting, and presentations.

- Ability to use digital collaboration platforms (e.g., Zoom, Microsoft Teams, Google Workspace) for remote meetings, file sharing, and team coordination.
- Familiarity with data management tools Excel-based, M&E dashboards, or for program monitoring and evaluation.
- Capacity to use cloud-based storage and information systems (e.g., Google Drive, OneDrive) for secure, organized data access.
- Understanding of digital safeguarding, data privacy, and cybersecurity principles.
- Adaptability to new technologies and willingness to learn emerging tools relevant to nonprofit work.

Salary and Benefits:

1. **Salary:** Negotiable based on local NGO salary standards and the candidate's experience and qualifications.
2. **Allowances:**
  - a) **Transport Allowance:** Provided to cover travel expenses to and from field sites.
  - b) **Communication Allowance:** To cover phone airtime and data costs for field communication.
  - c) **Health Insurance:** Coverage may be provided as per NGO policy.
  - d) **Annual Leave:** Usually reserve the leave per year.
  - e) **Other Benefits:** May include training opportunities, professional development support, and other benefits such as pension or social security contributions.

Programs Manager

About the Role:

The Programmes Manager plays a central leadership role in developing GURD-Rwanda's strategic goals into meaningful action across the country. This role involves managing multiple programs that empower women and youth, coordinating sectoral interventions in entrepreneurship, vocational training, and leadership development, and ensuring effective program design, delivery, and evaluation. The Programmes Manager is also a key contributor to resource mobilization, organizational learning, and stakeholder engagement.

This position requires a proactive leader who can balance high-level strategic thinking with operational execution, guide technical teams with clarity and empathy, and ensure that GURD's mission is realized through practical, measurable results.

## Who We Are Looking For:

We are seeking a strategic and detail-oriented professional with a passion for gender justice and community transformation. The ideal candidate is a seasoned program manager who brings experience in multi-sectoral development programming and a proven track record in leading teams, managing donor-funded projects, and using data to inform program improvement. They should be skilled in building partnerships, navigating complexity, and driving high-impact results in rural and low-resource settings.

This individual must have a strong understanding of gender-focused community development, monitoring and evaluation (M&E), and capacity building. They must be agile in decision-making, confident in stakeholder negotiations, and capable of ensuring that programs remain responsive, inclusive, and aligned with GURD's strategic direction.

## Education Requirements:

- Bachelor's degree in Development Studies, Project Management, Social Sciences, or related field; Master's preferred.

## Experience Requirements:

### **1. Minimum 3-5 years of program coordination or management experience in NGOs**

This means having at least three-five years of hands-on experience planning, organizing, and overseeing projects within non-governmental organizations. The focus is on understanding how NGO operations work—such as managing project timelines, coordinating with partners, reporting to donors, and ensuring that the project goals are met. This level of experience helps ensure a deep familiarity with nonprofit procedures and accountability structures.

### **2. Proven leadership in managing donor-funded, multi-sectoral projects**

This involves leading projects that receive funding from donors (like international agencies or foundations) and that address more than one area of development. "Multi-sectoral" refers to projects that combine areas such as education, health, gender equality, and economic development. Demonstrated leadership in this context means being responsible for strategic decisions, staff supervision, compliance with donor requirements, and achieving results across different sectors.

### **3. Experience in leading technical teams across locations and sectors**

This means having the ability to manage specialized professionals (such as educators, healthcare workers, social workers, or economic development officers) who may be working in different geographical areas and fields. It requires coordination skills, communication strategies, and systems for monitoring and supporting teams working remotely or in diverse settings, while maintaining a consistent approach and quality of implementation.

#### 4. Familiarity with gender mainstreaming and social inclusion approaches

Gender mainstreaming means integrating gender perspectives into all aspects of a program from planning and implementation to evaluation so that the needs and experiences of all genders are considered. Social inclusion focuses on ensuring that disadvantaged or marginalized groups (such as people with disabilities, ethnic minorities, or low-income populations) are actively involved in and benefit from the program. Familiarity with these approaches means knowing how to design and run programs that are fair, inclusive, and promote equity.

#### 5. Experience working with rural communities and grassroots stakeholders

This involves practical experience engaging with communities in remote or underdeveloped areas. It means understanding local cultures, needs, and power structures, and working directly with community members and local leaders (like elders, community-based organizations, or local governments). Effective grassroots engagement builds trust, improves project relevance, and supports sustainable change from the ground up.

#### Key Responsibilities:

1. **Provide Strategic Oversight and Technical Direction:** Lead the design, planning, and implementation of all GURD programs, ensuring alignment with the organization's mission and 2024–2029 Strategic Plan.
2. **Coordinate Program Planning and Delivery:** Develop annual and quarterly implementation plans in collaboration with project teams and ensure timely execution of all program activities.
3. **Supervise and Mentor Program Teams:** Manage and support technical and field staff to deliver high-quality results, promote teamwork, and strengthen organizational capacity.
4. **Lead Monitoring, Evaluation, and Learning (MEL):** Work with the M&E Officer to ensure the application of M&E frameworks, data collection tools, and adaptive learning for program improvement.
5. **Ensure Budget Compliance and Resource Optimization:** Collaborate with finance and operations units to monitor budget performance, ensure cost-effectiveness, and flag variances.
6. **Integrate Gender Equality and Inclusion:** Ensure all programs mainstream gender, disability inclusion, and youth empowerment principles.
7. **Contribute to Fundraising and Proposal Writing:** Participate in program design, donor proposal development, and narrative reporting.
8. **Foster Stakeholder Engagement:** Represent GURD in district and national coordination meetings, building partnerships with government, civil society, and international actors.

Key Competencies:

- **Strategic Leadership:** Ability to translate strategic goals into operational plans and lead cross-functional teams in delivering results.
- **Project Cycle Management:** Deep understanding of program design, implementation, monitoring, and closure, including logframes, Gantt charts, and risk matrices.
- **Monitoring & Evaluation:** Strong capacity to use data for decision-making, track program indicators, and integrate lessons learned into future programming.
- **Team Building and Staff Development:** Skilled in coaching, mentoring, and motivating staff for performance, learning, and retention.
- **Communication and Representation:** Excellent verbal and written communication skills in English and Kinyarwanda, with confidence in representing GURD to external stakeholders.
- **Digital Proficiency:** High-level proficiency in Microsoft Office Suite, online project tracking systems, and virtual collaboration tools.
- **Cultural and Community Sensitivity:** Demonstrated ability to work respectfully with rural populations and marginalized groups.

Salary and Benefits:

**Salary:** Negotiable based on local NGO salary standards and the candidate's experience and qualifications.

**Allowances:**

- f) **Transport Allowance:** Provided to cover travel expenses to and from field sites.
- g) **Communication Allowance:** To cover phone airtime and data costs for field communication.
- h) **Health Insurance:** Coverage may be provided as per NGO policy.
- i) **Annual Leave:** Usually reserve the leave per year.
- j) **Other Benefits:** May include training opportunities, professional development support, and other benefits such as pension or social security contributions.

**Accountant**

Who We Are Looking For: A disciplined, ethical, and detail-focused financial professional to ensure transparent and accurate accounting, budget tracking, and donor financial reporting. The Accountant will support both programmatic and operational budgeting needs.

### Education Requirements:

- Bachelor's degree in Accounting, Finance, or related field; CPA or CAT is an added advantage.

### Experience Requirements:

having at least three-five years of hands-on experience in the following domains:

**Financial Record Keeping:** Maintains accurate, timely, and complete financial records in accordance with accounting principles and organizational policies. Proficient in managing journals, ledgers, and reconciliation of accounts.

**Budgeting and Forecasting:** Participates in the preparation of project and organizational budgets; monitors actual expenditures against budgets; and provides variance analysis to aid decision-making.

**Donor Compliance and Reporting:** Experienced in managing funds from diverse donors (e.g., Local, international foundations or government grant), ensuring compliance with donor-specific financial rules, preparing financial reports, and maintaining proper documentation for audits.

**Grant and Project Accounting:** Tracks expenditures by grant or project, allocates costs correctly, and ensures that restricted funds are used in accordance with grant agreements.

**Payroll and Statutory Deductions:** Manages payroll processing and ensures timely submission of taxes and social security contributions in line with national laws.

**Audit Preparation and Coordination:** Supports internal and external audits by preparing schedules, providing documentation, and responding to auditor inquiries.

**Financial Systems and Software:** Proficient in accounting software commonly used by NGOs (e.g., QuickBooks, Sage, Pastel, or ERP systems) and skilled in Excel for financial analysis and reporting.

**Procurement and Inventory Support:** Collaborates with procurement teams to ensure transparent, compliant purchasing procedures and assists in tracking fixed assets and inventory.

### Professional Attributes:

- Strong understanding of financial accountability and transparency in a donor-funded environment.
- High integrity, attention to detail, and ability to meet strict deadlines.
- Experience working closely with program teams to ensure alignment between program activities and financial management.

Key Responsibilities:

**1. Manage day-to-day financial transactions and bookkeeping**

This involves recording all financial activities of the organization—such as receiving funds, making payments, issuing receipts, and recording expenses—accurately and on time. It includes maintaining ledgers, processing invoices, issuing payment vouchers, and ensuring that all transactions are supported by proper documentation. Bookkeeping is essential for tracking how money is spent and ensuring transparency.

**2. Prepare monthly, quarterly, and annual financial reports**

This means compiling financial data to produce regular reports that show the organization's financial position. These reports may include income and expense summaries, budget vs. actual comparisons, cash flow statements, and balance sheets. These are used internally by management and externally by donors or regulators to assess how funds are being managed.

**3. Ensure timely payroll processing and statutory deductions**

This task includes calculating employee salaries, processing payroll on schedule, and ensuring that all deductions (like taxes, pension contributions, and social security) are accurately made and submitted to the relevant authorities. It ensures compliance with labor laws and builds trust with staff by ensuring they are paid correctly and on time.

**4. Develop and monitor organizational and project budgets**

This involves creating financial plans that estimate the income and expenses for the organization or specific projects. The accountant works closely with program teams to allocate resources properly, ensures spending stays within budget limits, and alerts management if adjustments are needed. Monitoring helps ensure funds are used efficiently and according to plan.

**5. Coordinate external audits and support donor financial reviews**

The accountant helps prepare the necessary documents and financial records for external audits (conducted by independent auditors) and donor reviews. This includes organizing receipts, financial statements, grant reports, and ledgers. Supporting audits ensures transparency, accountability, and continued eligibility for future funding.

**6. Ensure procurement and financial processes align with organizational policies**

This means making sure that all purchases and financial activities follow internal guidelines (such as procurement policies, approval procedures, and financial controls). It ensures integrity, prevents fraud or misuse of funds, and helps the organization meet both internal and donor compliance standards.

Key Competencies:

Other responsibilities:

1. **Financial accuracy and integrity**  
Ensuring all financial records are correct, transparent, and compliant with standards maintaining trust and accountability.
2. **Budget forecasting and cost control**  
Ability to predict future financial needs and manage spending effectively to stay within budget and avoid overspending.
3. **Knowledge of Rwanda's tax and NGO regulations**  
Understanding local tax laws, statutory deductions, and compliance requirements specific to nonprofit operations in Rwanda.
4. **Analytical thinking and accountability**  
Using data to make informed financial decisions and taking responsibility for the accuracy and reliability of financial work.
5. **Excellent Excel skills and financial systems proficiency**  
Advanced ability to use Excel and accounting software for financial tracking, analysis, and reporting.
6. **High professional ethics and discretion**  
Maintaining confidentiality, honesty, and professionalism in handling sensitive financial information and decisions.

Salary and Benefits:

3. **Salary:** Negotiable based on local NGO salary standards and the candidate's experience and qualifications.
4. **Allowances:**
  - k) **Transport Allowance:** Provided to cover travel expenses to and from field sites.
  - l) **Communication Allowance:** To cover phone airtime and data costs for field communication.
  - m) **Health Insurance:** Coverage may be provided as per NGO policy.
  - n) **Annual Leave:** Usually reserve the leave per year.
  - o) **Other Benefits:** May include training opportunities, professional development support, and other benefits such as pension or social security contributions.

## **Administration Assistant Officer**

About the Role

The Administration Assistant Officer provides essential support to ensure efficient and compliant daily operations within the organisation. Reporting to the Executive Director, this role involves

managing administrative tasks, coordinating communication and documentation, and facilitating meetings and logistical activities.

#### Key Duties:

- Draft and review official documents (memos, letters, minutes) ensuring correct format and content.
- Manage incoming/outgoing correspondence: receipt, registration, monitoring, and follow-up.
- Maintain and update filing systems—both electronic and physical—to ensure easy retrieval and confidentiality.
- Plan and coordinate meetings and travel logistics (venues, equipment, invitations, protocols).
- Manage supervisor's calendar: schedule appointments, send reminders, and manage agenda adjustments.
- Greet and direct visitors; handle telephone enquiries and provide appropriate guidance.
- Support implementation of internal administrative processes and compliance with ministry standards.
- Assist with training coordination (e.g., e-mail systems or internal platforms).
- Serve as a resource on administrative procedures and organizational processes.
- Perform any other ad-hoc administrative tasks assigned by supervisor.

#### Education & Experience:

- Diploma or Bachelor's degree in fields such as Secretarial Studies, Public Administration, Administrative Sciences, Management, or related.

#### Key Areas of Experience:

1. **Office Administration:**

Proven experience in managing day-to-day office tasks, including organizing files, managing schedules, drafting correspondence, and ensuring the smooth flow of internal communications.

2. **Document Preparation and Record Keeping:**

Skilled in preparing official documents such as letters, memos, and reports. Maintains systematic filing systems—both electronic and hardcopy—for easy access and long-term archiving.

3. **Meeting and Travel Coordination:**

Responsible for scheduling meetings, preparing agendas, taking minutes, and following up on action points. Experience in booking venues, arranging travel logistics, and managing event-related documentation.

4. **Reception and Client Handling:**

Acts as the first point of contact for internal and external visitors. Provides clear information, maintains professional front-desk standards, and directs inquiries appropriately.

5. **Calendar and Appointment Management:**  
Manages supervisors' calendars with accuracy—scheduling meetings, sending reminders, and adjusting plans based on shifting priorities.
6. **Use of Office Tools and Systems:**  
Proficient in Microsoft Office Suite (especially Word, Excel, Outlook, and PowerPoint). Experience using government systems such as e-document tracking, e-procurement, or HRMIS platforms.
7. **Support to HR and Procurement Processes:**  
Assists in the processing of leave requests, contract paperwork, staff onboarding logistics, and procurement follow-ups as delegated by supervisors.
8. **Compliance with Institutional Policies:**  
Demonstrates knowledge and consistent application of public service protocols, document handling procedures, and code of conduct regulations.

#### Core Competencies:

1. **Integrity & Accountability:** Maintains confidentiality and follows through on assigned tasks.
2. **Communication Skills:** Clear verbal and written communication in Kinyarwanda and English (French is a plus).
3. **Organizational Skills:** Strong time-management and multi-tasking abilities.
4. **Technical Proficiency:** Skilled in MS Office (Word, Excel, PowerPoint) and electronic filing systems.
5. **Attention to Detail:** Ensures accuracy in document format, correspondence records, and meeting minutes.
6. **Interpersonal & Teamwork:** Professional client engagement and teamwork orientation.
7. **Adaptability & Problem Solving:** Resourceful, flexible, and capable of managing changing priorities.
8. **Professionalism:** Represents the office positively through demeanor and adherence to standard protocols.

#### Salary and Benefits:

**Salary:** Negotiable based on local NGO salary standards and the candidate's experience and qualifications.

#### Allowances:

- p) **Transport Allowance:** Provided to cover travel expenses to and from field sites.
- q) **Communication Allowance:** To cover phone airtime and data costs for field communication.
- r) **Health Insurance:** Coverage may be provided as per NGO policy.
- s) **Annual Leave:** Usually reserve the leave per year.

- t) **Other Benefits:** May include training opportunities, professional development support, and other benefits such as pension or social security contributions.

## Field Officer

### Who We Are Looking For:

A motivated and community-focused professional dedicated to empowering youth and women at the grassroots level. The Field Officer will serve as the vital link between programs and beneficiaries by mobilizing community participation, supporting training and mentoring activities, and ensuring effective service delivery. This role requires a hands-on approach, strong relationship-building skills, and the ability to work independently in diverse rural settings.

### Education Requirements:

- Bachelor's degree or diploma in Social Work, Community Development, or a related field.

### Experience Requirements:

- Minimum of 2 to 3 years of experience in community mobilization, outreach, or field implementation.
- Prior work experience with women, youth empowerment, or livelihood programs is highly preferred.

### Key Responsibilities:

1. Mobilize community members to actively participate in program activities and encourage ownership of local development initiatives.
2. Support the delivery of trainings, provide ongoing mentorship to beneficiaries, and conduct follow-up visits to monitor progress.
3. Collect accurate field data related to program indicators and report findings promptly in collaboration with the Monitoring and Evaluation (M&E) team.
4. Identify and analyze community challenges or barriers and propose practical, culturally appropriate solutions to address them.
5. Foster and maintain positive relationships with local leaders, community-based organizations, and other relevant stakeholders to support program success.

### Key Competencies:

- Excellent interpersonal and communication skills with the ability to engage effectively with diverse community members.
- Willingness and ability to travel frequently to remote field locations.
- Strong skills in report writing, data collection, and recordkeeping to ensure accurate documentation.
- Fluency in Kinyarwanda; basic proficiency in English is an added advantage.
- Familiarity and comfort using smartphones, GPS devices, and simple data collection tools to support field activities.

### Salary and Benefits:

**Salary:** Negotiable based on local NGO salary standards and the candidate's experience and qualifications.

### Allowances:

- u) **Transport Allowance:** Provided to cover travel expenses to and from field sites.
- v) **Communication Allowance:** To cover phone airtime and data costs for field communication.
- w) **Health Insurance:** Coverage may be provided as per NGO policy.
- x) **Annual Leave:** Usually reserve the leave per year.
- y) **Other Benefits:** May include training opportunities, professional development support, and other benefits such as pension or social security contributions.

## 5. Conclusion and Institutional Commitments

At Glorious United for Rural Development (GURD-Rwanda), we recognize that a clear, fair, and well-implemented salary and human resources policy is not just a tool for internal management it is a foundational pillar of our organizational integrity, staff motivation, and sustainable impact. This policy reflects our deep commitment to transparency, gender equity, staff development, and long-term institutional growth aligned with our mission.

As we continue to grow and diversify our team, GURD remains committed to ensuring that all recruitment, retention, compensation, and promotion practices are grounded in professionalism, equity, and legal compliance.

### Safeguarding Commitment

GURD-Rwanda operates with a **zero-tolerance policy** toward any form of **sexual exploitation, abuse, harassment, or child abuse**. All staff, whether full-time, part-time, or contract-based, are

**required to uphold GURD's Safeguarding and Child Protection Policies** at all times. These policies are non-negotiable and are embedded into all HR processes including recruitment, onboarding, supervision, and performance evaluation.

To reinforce this commitment:

- All staff will be trained on safeguarding, gender equality, and codes of conduct.
- All positions are subject to **reference and background checks**, especially for roles involving direct interaction with beneficiaries, including women, youth, and children.
- Any violation of safeguarding policies will result in disciplinary action, including immediate termination and legal referral if necessary.

### Ethics, Inclusion, and Non-Discrimination

GURD-Rwanda is an equal opportunity employer. We value and actively promote **diversity and inclusion in the workplace** and do not discriminate on the basis of gender, disability, ethnicity, religion, age, or socioeconomic background. We especially encourage applications from **women, persons with disabilities**, and individuals from historically marginalized communities.

### Accountability and Continuous Improvement

This salary structure is a living document that will be reviewed periodically to reflect evolving market conditions, funding realities, and organizational priorities. Feedback from staff and board members will be incorporated to ensure that our compensation framework remains responsive, fair, and motivating.

Through this salary structure and accompanying policies, we reaffirm our pledge to build a values-driven, high-performing, and accountable institution that attracts top talent and delivers sustainable change in the lives of rural women and girls in Rwanda.

Approved by:

**TUYISHIME Fidèle**

**Legal Representative**

**NTAKIYIMANA Elie**

**Secretary**

**UMUHIRE Maria Gloriose**

**Deputy Legal Representative**



## Annexures

### I. Exceptional Support Incentive for the Executive Director During Budget Constraints

#### 1. Background and Context

Glorious United for Rural Development (GURD-Rwanda) acknowledges that leadership continuity is essential for achieving our strategic objectives, especially during times of financial strain. While our comprehensive salary structure reflects our commitment to equity, sustainability, and competitiveness, we also recognize the need for flexible mechanisms during periods when full operational budgets are not available.

As outlined in the Salary Structure document, the Executive Director (ED) is the primary steward of GURD's mission and operations. This role requires consistent availability, strategic leadership, engagement with partners and donors, and oversight of all institutional functions. During times when a complete salary cannot be issued due to funding limitations, it is critical to ensure that the ED remains enabled and motivated to perform these duties.

#### 2. Purpose of the Lump Sum Allowance

This document introduces an **Exceptional Support Incentive** as a temporary support mechanism for the Executive Director. The Lump Sum Allowance is not a replacement for the full salary package but a conditional measure to facilitate operational continuity and leadership engagement.

The Lump Sum Allowance will serve to:

- Support day to day mobility, communication, and leadership functions.
- Sustain active engagement in resource mobilization, donor reporting, and representation.
- Preserve institutional continuity, visibility, and accountability during transition periods.
- Acknowledge the extraordinary burden placed on the ED during financially constrained times.

#### 3. Incentive Structure and Duration

- **Form of Payment:** The incentive shall be a fixed monthly facilitation amount is 50% of the baseline salary as determined by board consensus. The proposed payment is 594,000Frw deduct TPR of 156,200 and get the net of 437,800Frw.
- **Duration:** This arrangement is valid during periods when the operational budget is insufficient to cover full salaries.
- **Classification:** This support is categorized as a running-cost facilitation to cover certain expenses without requiring detailed reimbursement for each expense incurred and not considered a contractual salary.

#### **4. Justification and Institutional Alignment**

The temporary incentive aligns with the following principles of GURD-Rwanda's HR Policy:

- **Sustainability:** Ensuring core leadership functions continue uninterrupted despite funding gaps.
- **Accountability:** The ED will remain accountable for driving the strategic direction, reporting, and coordination of staff and partners.
- **Equity:** This exceptional measure reflects a commitment to fairness under extraordinary conditions, ensuring that sacrifices are matched with institutional support.

#### **5. Conclusion and Board Oversight**

This provision reinforces GURD-Rwanda's adaptability and resilience. The Board shall closely monitor the organization's financial position and determine when to reinstate the full salary framework. The ED shall continue to report regularly on organizational health and fundraising efforts to facilitate transparency and timely decision-making.

**ANNEXUTURE II. GURD RWANDA'S PAYROLL MONTHLY  
TOTAL COST**

<b>Position</b>	<b>Gross Salary</b>	<b>Basic Salary (60%)</b>	<b>Housing Allowance (20%)</b>	<b>Transport Allowance (20%)</b>	<b>Total Taxable Income</b>	<b>RSSB Employee 6%</b>	<b>RSSB Employer 8%</b>	<b>Maternity Employee 0.3%</b>	<b>Maternity Employer 0.3%</b>	<b>CBH I Employee 0.5%</b>	<b>Target Net Salary</b>
Executive Director	1,188,000	712,800	237,600	237,600	1,188,000	71,280	95,040	3,564	3,564	5,940	750,000
Programs Manager	708,000	424,800	141,600	141,600	708,000	42,480	56,640	2,124	2,124	3,540	450,000
Accountant	633,000	379,800	126,600	126,600	633,000	37,980	50,640	1,899	1,899	3,165	400,000
Administration Officer	438,000	262,800	87,600	87,600	438,000	26,280	35,040	1,314	1,314	2,190	280,000
Social Worker	438,000	262,800	87,600	87,600	438,000	26,280	35,040	1,314	1,314	2,190	280,000
<b>TOTAL</b>	<b>3,405,000</b>	<b>2,043,000</b>	<b>681,000</b>	<b>681,000</b>	<b>3,405,000</b>	<b>204,300</b>	<b>272,400</b>	<b>10,215</b>	<b>10,215</b>	<b>17,025</b>	<b>2,160,000</b>

**II. Abbreviations**

- **ED:** Executive Director
- **GURD-Rwanda:** Glorious United for Rural Development - Rwanda
- **HR:** Human Resources
- **NGO:** Non-Governmental Organization