



**Resilient Builders
Initiative**

INTERNAL RULES AND REGULATIONS FOR RESILIENT BUILDERS INITIATIVE (RBI)

SUMMARY



RBI is a non-profit organization dedicated to sustainable development in vulnerable communities. This document outlines the internal rules and regulations, complementing the organization's statutes, and emphasizes core principles of inclusivity, sustainability, and respect. The rules are binding on all members, with violations subject to sanctions, and a copy is available at the headquarters.

Revised and Approved on March 3rd, 2025 by General Assembly

March 2025



PREAMBLE

The current document outlines the **internal rules and regulations** established and collectively adopted by all members of the **Resilient Builders Initiative (RBI)**, on *March 3rd, 2025*. RBI is a nonprofit organization committed to fostering sustainable development and resilience within vulnerable communities in Rwanda and beyond. Founded in 2024, RBI empowers marginalized groups, including women, children, Refugees, displaced people, and individuals facing poverty, climate change-related challenges, and limited access to basic services.

RBI focuses on promoting innovative solutions for clean Water, Sanitation, and Hygiene (WASH), supporting smallholder farmers, advancing climate resilience, and advocating for gender equality and social inclusion. Through collaborative efforts, impactful programs, and innovative solutions, the organization strives to build stronger, more resilient communities capable of thriving in adversity and creating lasting change.

The foundation of RBI is built on the following core principles:

- Sustainability: Commitment to long-term solutions that balance environmental, social, and economic well-being.
- Inclusivity and Empowerment: Ensuring equal opportunities and treatment for all, regardless of gender, background, or social status.
- Respect and Integrity: Upholding tolerance and respect for diverse perspectives, while maintaining ethical integrity in all activities.
- Environmental Stewardship: Promoting the responsible use of natural resources and respect for shared spaces and facilities.
- Collaboration and Innovation: Encouraging teamwork and creativity to drive impactful, community-driven change.

These internal rules and regulations complement RBI's statutes, establishing the legal framework for the organization's operations while reinforcing standards for civility, conduct, and responsibility. This document governs key aspects of RBI, including :

- Definition of Key terms;
- Vision, Mission, and Objectives;
- Governance structure ;



- Membership regulations ;
- Sanctions and disciplinary measures ;
- Roles of the Executive committee;
- Roles of the Executive secretariat;
- Internship, voluntarism, and capacity building.

In cases where any ambiguity or conflicts, RBI's statutes shall take precedence over these internal rules and regulations.

Together, we can build a resilient future. **Join us in making a lasting impact in our grass-root communities!**

Warm Welcome!

Justine RUTABAGAYA

President and Legal Representative

Resilient Builders Initiative (RBI)



HISTORICAL BACKGROUND

The continuous heavy rainfall and destructive floods resulted in numerous homes being swept away while others sustained extensive damage. The devastating flood resulted in 205 deaths while causing injuries to 401 people. Communities faced unimaginable destruction and the loss of everything they knew.

Within the midst of this tragedy the inspiring story of a young boy called Mugisha rose to prominence and stirred us to take action.

Mugisha who lived in Gakenke District turned nine years old in June 2022 when he visited his uncle's home in Kigali for his holiday. During this season his home district Gakenke experienced devastating floods and landslides. The family home vanished in a single night and claimed the lives of his parents and siblings with it. Mugisha found himself as the sole survivor of his immediate family after returning home because climate change's harsh consequences left him alone to face the world as a child.

The tale of his loss compelled three women and a gentleman to act because they refused to remain passive as their fellow citizens faced such hardship. Despite the government's essential role in disaster response and recovery work, the individuals felt they also needed to act and give their aid.

The birth of Resilient Builders Initiative (RBI) emerged from the shared belief of its founders. The founders immediately began searching for children similar to Mugisha to educate them and creating shelters for displaced families while leveraging their professional expertise to craft sustainable solutions for vulnerable communities. The Resilient Builders Initiative (RBI) aims to develop strong communities that restore hope when facing severe disasters.

Mugisha's story is just one of many. Our objective involves locating people who rebuild their lives after climate-related losses while providing support and standing alongside them.

We are looking for partners who will help us have a stronger impact and invite you to work together with RBI. Together we will restore hope to forgotten individuals and rebuild shattered lives while making resilience a tangible experience for everyone.



CHAP I : GENERAL PROVISIONS

These internal rules and regulations of RBI establish the organization's structure, management, and operational efficiency. They address all relevant aspects of RBI's activities not explicitly covered in other governing documents or policies, ensuring consistency and clarity in organizational operations and decision-making.

Article 1: MEANING OF PARTICULAR TERMS

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Executive Committee: The group of individuals who are responsible for the strategic direction, operational management, and overall governance of the organization. This includes roles such as the President, Vice President, Secretary, Treasurer, and three advisors.

General Assembly: It is the supreme organ of the organization and it is composed by all delegates of effective members.

Capacity Building: The process of enhancing the skills, knowledge, and competencies of members and staff, allowing them to effectively carry out their responsibilities and contribute to the organization's mission.

Continuous Professional Development: A systematic approach to learning and development that ensures members maintain and enhance their professional skills and knowledge throughout their careers.

Strategic Plan: A long-term plan developed by the Executive Committee that outlines the organization's mission, vision, objectives, and the strategies it will employ to achieve its goals over a set period (usually 3-5 years).

Action Plan: A detailed plan that translates the strategic plan into specific, actionable steps and sets timelines, responsibilities, and resource allocations to achieve the organization's short- and long-term goals.

Auditing committee: A body elected by General Assembly made by three members. Their attributions are just to audit internal system of the entire organization, the funds management and organization patrimony and produce reports

Executive Secretariat: The administrative body responsible for overseeing the day-to-day operations of the organization, supporting the Executive Committee, and ensuring the execution of the strategic and action plans.



Membership Application Process: The procedures and requirements that individuals or entities must follow to become official members of the organization.

Conflict Resolution Committee: A body responsible for mediating disputes and conflicts within the organization and its members, ensuring a fair and impartial resolution process.

Non-Compliance: Failure to adhere to the organization's policies, guidelines, regulations, or ethical standards.

Exclusion: The act of removing a member from the organization due to actions that are deemed to be against its core values, ethics, or rules.

Internal and External Auditors: Internal auditors are individuals responsible for reviewing and assessing internal controls, financial management, and risk management within the organization. External auditors are independent parties hired to review financial statements and ensure compliance with legal and regulatory standards.

Grievance Mechanism: A formal process through which members can voice concerns or complaints about decisions, behavior, or actions within the organization, ensuring that issues are addressed and resolved appropriately.

Gender Balance/Inclusion: A principle that promotes fairness and equal opportunities for all genders, ensuring that the organization's processes and decision-making bodies represent diverse gender perspectives.

CHAPTER II: VISION, MISSION AND OBJECTIVES

Article 3: Mission

Our mission is rooted in the core values of RBI, established in 2024. We are dedicated to selfless service and committed to empowering Rwandan communities through the following mission:

“To build resilient communities through sustainable solutions and accelerate change using innovative and collaborative approach”



Article 4: Vision

The vision of RBI aligns with its core mission and is inspired by national development strategies. It is as follows:

“To create a world where resilience becomes a reality for vulnerable populations by addressing critical environmental issues and building a more equitable and sustainable planet.”.

Article 5: Objectives

RBI is committed to achieving the following objectives:

- Improve access to clean water, sanitation and hygiene (WASH) practices to ensure the health and well-being of communities;
- Enhance climate resilience through adaptation and mitigation strategies, focusing on disaster risk reduction and sustainable management of natural resources;
- Provide rapid and effective assistance to affected populations, while respecting humanitarian standards and principles;
- Promote climate-smart agricultural practices and enhance smallholder farmers' access to the market;
- Empower vulnerable groups through gender equality, rights protection, education, and increased economic opportunities;
- Promote the inclusion of people with disabilities and marginalized groups, ensuring equal opportunities and fostering an inclusive society

Areas of focus for building resilience:

- Food security and Climate resilience,
- Resilient community and Humanitarian,
- Wash Resilience,
- Inclusion, Women and youth empowerment



CHAPTER III: GOVERNANCE ORGANS IN RBI

Article 6: Organs

The governance structure of RBI consists of the following organs:

1. **General Assembly (GA):** composed of all RBI members. The organization is composed by Founder members, Adherent members aHonorary members;
2. **Executive Committee** composed of 7 members, elected for a five-year term, renewable. They are elected by the General Assembly through an absolute majority vote.
3. **Conflict Resolution Committee** composed of 3 members, elected for a three-year mandate, renewable.
4. **Audit Committee** composed by 3 members. The General Assembly elects three internal auditors annually for a three-year term, renewable once.
5. **Executive Secretariat:** oversees all departments according to the organizational structure (e.g: Finance, WASH, Environmental, and Agriculture, etc.)ers , and is headed by the Executive Director.

In accordance with RBI's commitment to gender equality, more than 30% of the members of each organ should be women. However, in exceptional circumstances where the General Assembly deems it necessary for the stability and continuity of the organization, a member may serve an additional term beyond the prescribed limit, subject to a two-thirds (2/3) majority vote of the General Assembly. This clause ensures flexibility while maintaining democratic principles and organizational integrity.

Article 7: General Assembly

The General Assembly is the supreme governing body of RBI, composed of all members, responsible for setting the overall strategic direction, ensuring transparency, and upholding the organization's mission and values.

The General Assembly is convened and headed by the President of the executive Committee. In the President's absence, the Vice president shall temporarily assume this responsibility. If both are absent, the General Assembly will be convened through a written invitation signed by at least half ($\frac{1}{2}$) of the effective members, who will also designate a chairperson and a reporter for the meeting.



Article 7.1: Competencies and responsibilities

The General Assembly has the following competencies and responsibilities:

- To adopt and amend the statutes and internal regulations of the Organization;
- To elect members of the Executive Committee and other governance bodies, such as the Conflict Resolution and Audit Committees
- To monitor the performance of leadership, ensuring they act in the best interest of the organization and remain accountable to its members;
- To adopt, revise, or modify the organization's constitution, internal rules, and policies.
- To appoint and dismiss members of all committees ;
- To define the activities of the organization;
- To admit, suspend, or expel a member;
- To approve the annual Work Plan and Budget;
- To accept donations and legacies;
- To dissolve the organization (e.g: cease its operations and existence as a legal entity)
- To evaluate reports on program implementation, impact assessments, and overall organizational performance;
- To intervene in cases where internal disputes cannot be resolved by other committees, ensuring fair and impartial decisions;
- To review cases of misconduct, breaches of ethics, or violations of organizational policies and take appropriate disciplinary action when necessary.

In extraordinary circumstances, the General Assembly has the authority to deliberate on the dissolution of the organization. If such a decision is made, the Assembly determines the appropriate allocation of assets in compliance with legal and ethical considerations.

Article 7.2: General Assembly Meetings

The General Assembly meets twice annually in ordinary sessions: at the beginning of the year (March) and towards the end of the year (October). Invitation letters, containing the meeting agenda, should be distributed to all members at least 30 days



prior to the meeting date. Debates should focus on the agenda items, though the President may add any point suggested by the majority of present members

The General Assembly meeting agenda includes the following steps:

- Roll call of members;
- Opening remarks by the President;
- Reading and approval of the minutes from the previous General Assembly meeting by the Secretary General;
- Presentation and approval of the agenda;
- Debate and resolution on each agenda item;
- Summary of resolutions by the Secretary General;
- Closing remarks by the President.

Minutes

The minutes of the General Assembly shall be signed by both the Chairperson of the meeting and the Secretary of the organization. The minutes will include a detailed record of all discussions, decisions, and resolutions made during the meeting. An attendance list, which includes the names of all present members, must be attached to the minutes and signed by the attendees.

Notice: In case of online meeting, the list of participants is replaced by screen short showing the photo of all participants and the meeting link.

Article 7.3: Extraordinary meetings

Extraordinary General Assembly meetings can be convened any time when necessary. They are organized and chaired in the same manner as ordinary General Assembly meetings. However, an extraordinary meeting must be convened at least 15 days in advance, though this notice period may be shortened to 7 days in cases of extreme urgency. All debates should focus solely on the items outlined in the agenda.

Article 8: Election of Organs

The Legal Representatives and Executive Committee shall be elected among the effective and active members of the for a term of five years, renewable .



The Audit committee and the Conflict resolution committee shall be elected for a three-year term, renewable once.

All elections shall be conducted through a confidential voting process and decisions are made by an absolute majority of the General Assembly.

CHAPTER IV: MEMBERSHIP OF RESILIENT BUILDERS INITIATIVE

Article 9: Membership categories

The RBI is composed of various categories of members, each contributing to the growth and sustainability of the organization. The membership categories include:

- Founder members
- Adherent members
- Honorary members

The General Assembly consists of founder and adherent members.

All members are expected to uphold the RBI's core values, actively promote its mission, and contribute to its initiatives. Membership can be revoked in cases of misconduct, failure to meet obligations, or actions that contradict the organization's principles. The sitting allowance is based on actual organization income but not exceeding a hundred thousand Rwandan franc (Rwf 100,000).

Article 10: Founder members

Founder members are individuals who signed the RBI initial statutes and played an instrumental role in its establishment. They provide strategic direction, uphold the organization's founding vision, and actively participate in decision-making processes.

Article 11: Adherent members

Adherent members are individuals or legal entities who, after agreeing to RBI's statutes, are approved by the General Assembly. To qualify as an adherent member, the applicant must:



- Demonstrate a strong commitment to the values and mission of RBI.
- Show the potential to contribute meaningfully to the organization's activities, whether through expertise, resources, or active participation.
- Be approved by a majority vote of the General Assembly.

Adherent members have the right to participate in discussions, propose initiatives, and contribute to decision-making. They also have voting rights within the General Assembly and are expected to fulfill financial and operational obligations as determined by RBI regulations.

Article 12: Honorary members

Honorary members are natural or legal persons who demonstrate an interest in the organization's objectives and provide material or moral support. Their membership is subject to approval by the General Assembly. Honorary members may attend meetings in an advisory role but do not have voting rights in decision-making processes.

Article 13: Membership application process

Individuals or entities seeking to join RBI must submit a formal written application to the President of the organization.

Application requirements:

- Express their commitment to RBI's mission, vision, and objectives.
- Provide relevant information demonstrating their potential contributions to the organization.
- Agree to abide by RBI's statutes, internal regulations, and ethical standards.

Application Review and approach:

- Membership applications are accepted annually in November or at other times as determined by the Executive Committee.
- Upon submission, the Secretary verifies the application's completeness. If additional information is needed, the applicant is notified and given up to five (5) days to provide missing elements.



- Complete applications are reviewed by the Executive Committee and forwarded to the General Assembly for final approval.
- A two-thirds (2/3) majority vote by the General Assembly is required for acceptance.
- Approved applicants are officially added to the RBI membership roster and granted membership rights.

Applicants with incomplete submissions are informed within thirty (30) calendar days from the application date. If further clarification is required, the Executive Committee has an additional thirty (30) days to reach and communicate its decision. Applicants are promptly notified of the General Assembly's decision. If approved, they gain the rights and responsibilities outlined in the organization's regulations.

Article 14: Responsibilities and rights of members

Effective members are expected to:

- Participation in Decision-Making
- Eligibility for Leadership Positions
- Engagement in Programs and Initiatives
- Actively participate in the organization's activities
- Attend General Assembly meetings.
- Contribute financially through monthly and voluntary contributions, as determined by the General Assembly.
- Hold voting rights within the organization
- Right to serve organization as staff or volunteer in case vacancy availability.
- All members are automatically volunteers when needed and ready to serve the organization.
- Details on volunteerism and staff are determined in human resources and financial policies.

Note: In the case of organization member is becoming a staff, this person will not pass into recruitment process.



If the staff was a member of Executive committee or Auditing Committee, She/He will be replaced with another organization member but remains with the rights of being member.

Article 15: Termination of membership

Membership may be terminated under the following circumstances:

- Voluntary resignation: A written resignation must be submitted to the President of the Executive Committee and approved by the General Assembly. Resignation becomes effective approval after ensuring that all obligations to the organization have been fulfilled.
- Exclusion: A member may be expelled due to non-compliance with RBI's statutes, internal regulations, repeated violations of the organization's policies or failure to comply with decisions of the General Assembly and ethical standards. Exclusions require a two-thirds (2/3) majority vote by the General Assembly. If the member is engaged in activities that damage the reputation of RBI, including fraud, corruption, misrepresentation, or any criminal offense. Involvement in discrimination, harassment (including sexual harassment), or any form of unethical behavior contrary to the values of RBI.
- Death or dissolution: Membership ceases in the event of a member's death or the dissolution of the organization.

The Executive Committee records and communicates membership terminations to the General Assembly.

Article 16: Grounds for exclusion

Members may be excluded for serious actions that jeopardize the organization's interests, including repeated offenses, withholding critical information, betrayal, or disrespect towards members and organizational bodies. The Executive Committee proposes exclusions to the General Assembly, clearly stating the reasons. If approved by vote, the exclusion becomes effective immediately, and the President of the Executive Committee issues a formal expulsion letter.



CHAPTER V: DISCIPLINARY MEASURES AND SANCTIONS

Article 17: Scope of disciplinary measures

Members of Resilient Builders Initiative (RBI), including office bearers and ordinary members, are required to uphold the organization's Constitution, Internal Rules and Regulations, and ethical standards. Any member who fails to comply with these regulations or engages in misconduct shall be subject to disciplinary action. The following sanctions may be imposed, depending on the severity of the offense (refer to code of conduct):

1. **Verbal Warning** – For minor infractions.
2. **Written Warning** – For repeated twice minor infractions or a first-time moderate offense.
3. **Suspension** – Temporary removal from duties and participation in RBI activities. After three warning letters. The suspension is between 1 to 6 months prior to the gravity of infraction.
4. **Motion of No Confidence** – Loss of trust in an office bearer, leading to their removal.
5. **Expulsion** – Permanent removal from RBI for severe violations.

The application of these sanctions shall be in accordance with the laws governing non-governmental organizations (NGOs) in Rwanda.

Article 18: Authority to enforce sanctions

1. The **Executive Committee** shall have the authority to issue verbal and written warnings.
2. The **General Assembly**, by a two-thirds majority vote, shall approve and enforce suspensions, motions of no confidence, and expulsions.
3. The **Control and Evaluation Commission**, where applicable, may assess serious misconduct and recommend sanctions to the Executive Committee or General Assembly.



SECTION I: VIOLATIONS RELATED TO MEETINGS AND PARTICIPATION

Article 19: Non-attendance at General Assembly meetings

- **First absence:** An ordinary member who fails to attend a GA meeting without a valid excuse will receive a **verbal warning** from the Executive Committee.
- **Second consecutive absence:** A **written warning** will be issued by the Secretary General.
- **Third consecutive absence:** The member may face **suspension** for up to two general assembly meetings, upon motion from Executive committee and approval by General Assembly.
- **Post-suspension absence:** Continued absenteeism after suspension may result in **expulsion**, subject to a two-thirds majority decision by the General Assembly.

Article 20: Non-attendance at Executive Committee meetings

- **First absence:** A committee member who misses a meeting without valid excuse will receive a **verbal warning** from the President.
- **Second consecutive absence:** A **written warning** will be issued.
- **Third consecutive absence:** A **motion of no confidence** may be initiated, requiring a two-thirds General Assembly vote for removal.

Article 21: Habitual lateness

- Any member arriving **more than 30 minutes late** to a meeting is considered tardy.
- Repeated tardiness (three times in a row) shall lead to a **written warning**.
- Continued lateness after a written warning may result in **temporary suspension from meetings**.

Article 22: Record of attendance and punctuality

- A **timekeeper** shall register attendance and lateness.



- Members arriving late must record their name, time of arrival, and sign against their name.

SECTION II: VIOLATIONS OF ETHICAL CONDUCT AND ORGANIZATIONAL INTEGRITY

Article 23: Gross misconduct

Any member engaging in acts that severely damage the reputation, mission, or operations of RBI shall be subject to immediate disciplinary action. These acts include:

1. **Fraud, corruption, or misuse of funds** – Any member involved in financial mismanagement, embezzlement, or unauthorized use of RBI resources shall be subject to immediate suspension and potential expulsion.
2. **Breach of confidentiality** – Unauthorized disclosure of sensitive information that compromises RBI's activities, partnerships, or members.
3. **Harassment and discrimination** – Any form of physical, sexual, verbal, or psychological harassment, as well as discrimination based on gender, ethnicity, religion, or disability, will not be tolerated.
4. **Conflict of interest** – Engaging in activities or business that conflict with RBI's mission or personal gain at the expense of RBI.
5. **Defamation and false accusations** – Spreading false information about the organization, its leadership, or members.
6. **Negligence of duties** – Repeated failure to fulfill assigned responsibilities or abuse of office.



7. **Acts of violence, threats, or intimidation** – Any violent or threatening behavior against members, partners, or the public.
8. **Misrepresentation of RBI** – Making false claims or statements on behalf of RBI without authorization.

Article 24: Sanctions for ethical violations

1. **First offense (moderate violations)** – Written warning and training on ethics.
2. **Second offense or serious violations** – Immediate suspension, pending General Assembly review.
3. **Severe violations (e.g., fraud, harassment, corruption, violence)** – Immediate expulsion upon a two-thirds vote of the General Assembly and possible legal action.

SECTION III: DISCIPLINARY PROCEDURES AND APPEAL RIGHTS

Article 25: Investigation of misconduct

1. **Reporting a violation** – Complaints of misconduct must be submitted in writing to the President or the Control and Evaluation Commission.
2. **Preliminary review** – The Executive Committee shall investigate and determine whether the complaint is valid.
3. **Hearing** – The accused member shall be given the opportunity to present their case before the Executive Committee.
4. **Recommendation** – The Executive Committee may impose minor sanctions or recommend major sanctions (suspension, motion of no confidence, or expulsion) to the General Assembly.
5. **Final decision** – The General Assembly shall deliberate and vote on recommended sanctions, with a two-thirds majority required for suspension, motions of no confidence, or expulsion.



Article 26: Right of appeal

- **First appeal:** A member subject to disciplinary action may appeal in writing to the President within 30 days of the sanction being imposed.
- **Final review:** The General Assembly shall review the appeal at the next scheduled meeting.
- **Binding decision:** The final ruling of the General Assembly shall be binding.

Article 27: Legal and external proceedings

1. **Criminal offenses:** If a member's actions constitute a criminal offense under Rwandan law, RBI shall cooperate fully with legal authorities.
2. **Civil liability:** RBI reserves the right to take legal action against any member who causes financial or reputational damage.

Article 28: Enforcement of sanctions

- **Written records** of all disciplinary actions shall be maintained.
- **Implementation of sanctions** shall be executed by the Executive Committee under the oversight of the General Assembly.

CHAPTER VI: EXECUTIVE COMMITTEE

Article 29: Executive Committee

The Executive committee consists of the following members:

- President (Legal Representative)
- Vice President (Deputy Legal Representative)
- Treasurer
- Secretary
- Three (3) Advisors, appointed by the General Assembly to enhance strategic decision-making.



Election considerations state that gender balance and inclusion shall be respected throughout the election process.

Article 30: Responsibilities

The executive committee is responsible for overseeing the Organization's strategic and operational functions, ensuring effective governance, and alignment with the general assembly's directives.

Key responsibilities include:

- Implement decisions of the General Assembly.
- Manage daily operations, including planning, resource allocation, and performance monitoring.
- Prepare and submit activity reports, strategic plans, annual budgets, and financial statements for General Assembly approval.
- Recommend amendments to the organization's statutes and internal regulations.
- Organize and convene General Assembly meetings.
- Negotiate funding agreements with donors and partners.
- Review and approve membership applications; report new members and dismissals to the General Assembly.
- Hire, appoint, or dismiss Executive Secretary staff.
- Develop and monitor policies in accordance with organizational goals.
- Set salaries, allowances, and penalties for employees.
- Oversee financial management, assets, and staff-related decisions.
- Determine membership fees and oversee professional development initiatives.
- Approve loans, donations, grants, and investments for organizational activities.
- Endorse agreements with external institutions, organizations, and individuals.

Article 31: Roles of Executive Committee Members

President:

- Official representative of the organization.
- Oversees daily operations.



- Convenes and chairs meetings of the General Assembly and Executive Committee.
- Ensures availability of required documents for meetings.
- Makes decisions based on committee recommendations.
- Executes additional responsibilities assigned by the General Assembly or Executive Committee.

Vice President:

- Assumes the President's duties in their absence.
- If both the President and Vice President are unavailable, an Executive Committee member may be nominated to preside over meetings.

Secretary:

- Maintains official records and meeting minutes.
- Manages the member register in collaboration with the Executive Secretary.
- Organizes committee and General Assembly meetings.
- Serves as secretary to the Chairperson when required.
- Safeguards the organization's official stamp.

Treasurer:

- Manages financial records and banking transactions.
- Mobilizes members for financial contributions.
- Prepares annual budgets and financial reports for the Executive Committee.
- Ensures compliance with financial policies to prevent fraud.
- Works with auditors and provides necessary financial documentation.
- Reviews and approves expenditures.

Advisors:

- Attend all Executive Committee meetings.
- Provide input on decision-making and organizational activities.
- Support the planning and execution of General Assembly meetings.
- Advise on strategic matters relevant to their expertise.
- Assist in lobbying efforts for RBI's interests.
- Contribute to long-term strategic planning and goal setting.

Article 32: Organization and functioning of the Executive Committee



- The Executive Committee holds quarterly meetings (every three months) in ordinary sessions, convened by the President or Vice President.
- Extraordinary meetings may be held upon the President's request or a written request from at least one-third (1/3) of the committee members.
- Quorum: Two-thirds (2/3) of members must be present for meetings to proceed.
- Decision-making: Consensus is preferred, but if consensus is not reached, decisions are made by majority vote. In case of a tie, the President's vote prevails.
- The Executive Committee may invite external experts to meetings for advisory purposes; however, these invitees do not have voting rights.
- Meeting notifications must be sent at least seven (7) days in advance.
- Official resolutions and minutes are recorded by the Secretary and signed by both the Chairperson and the Secretary.
- All documents are archived at the organization's headquarters and stored digitally for accessibility.

The sitting allowance is based on actual organization income but not exceeding a hundred thousand Rwandan franc (Rwf 100,000).

Article 33: Loss of the Executive Committee membership:

A person loses their position on the Executive Committee if they:

- Submit a written resignation approved by the General Assembly.
- Disclose confidential organizational information.
- Engage in financial mismanagement or theft of organizational assets.
- Withhold critical information from the organization.
- Act against the organization's interests or betray its mission.
- Show repeated disrespect to committee members or organizational bodies.
- Become incapacitated due to illness or disability, confirmed by a certified medical professional.
- Are convicted of a crime leading to six (6) months or more imprisonment.
- Fail to attend three (3) consecutive meetings in a year without a valid reason.
- Lose affiliation with the body that delegated them.



- Pass away.
- Violate organizational policies, engage in misconduct, or commit acts of discrimination or harassment.
- Engage in activities that present a conflict of interest with the organization's objectives.

Article 34: Eligibility criteria for RBI Legal Representative

- Be Rwandan;
- Hold at least a Bachelor's or Master's degree
- Demonstrate dedication, commitment, and availability
- Have no criminal record (must not have served six months or more in prison),
- Not be blacklisted by international organizations,
- Possess visionary leadership qualities and strong decision-making skills
- Uphold values of integrity, accountability and professionalism.

Article 35: Conflict Resolution Committee (CRC)

The CRC acts as an impartial mediating body to resolve conflicts when other internal mechanisms have been exhausted. The committee provides recommendations and resolutions to satisfy all parties involved.

Composition and Meetings:

- Three (3) members: Chairperson, Deputy Chairperson, and Secretary.
- Gender balance and inclusion shall be respected.
- The CRC meets as necessary, convened by its Chairperson.
- Quorum: Two-thirds (2/3) of members must be present.
- Decisions are reached through consensus; if consensus is not possible, an absolute majority vote applies.

Roles and Responsibilities:

- Facilitate mediation between conflicting members.
- Present conclusions to the General Assembly for further action.
- Collect facts and witness statements.



- Ensure resolutions comply with organizational statutes and ethical guidelines.
- Maintain confidentiality and impartiality in conflict resolution.
- Keep detailed records of cases and submit reports to the General Assembly.
- Recommend policy improvements to prevent recurring conflicts.
- If internal resolution fails, guide parties toward external mediation.
- Promote awareness of conflict resolution mechanisms among members.

The sitting allowance is based on actual organization income but not exceeding a hundred thousand Rwandan franc (Rwf 100,000).

Article 36: Auditing Committee

The **Audit committee** is an operating committee responsible for ensuring compliance or organization organs, financial transparency and accountability. It operates independently from the Executive Committee and plays a crucial role in maintaining the integrity of financial management and internal controls. Executive committee is responsible for capacity building of the Audit committee to acquire the consulting resources and expertise deemed necessary to perform their responsibilities.

Responsibilities of Audit Committee

- Overseeing the financial reporting and disclosure process;
- Monitor compliance with accounting policies and principles;
- Oversee internal controls and risk management systems.
- Supervise external auditors and ensure independent audits.
- Conduct physical audits of organizational assets.
- Approve financial transactions, including loans, donations, and grants.
- Support the Executive Committee in fulfilling corporate governance duties.
- To assess whether the activities are lined with mission, vision and strategic plan of the organization.
- Assess the compliance of organization organs
- To ensure that the previous recommendations from different organs and institutions have been implemented or in progress.



The General Assembly elects three members, none of whom shall serve on other organs of RBI. At least one member of the audit committee must have financial, auditing, or and governance expertise. External auditors, appointed by the General Assembly, have full access to financial records and report to the General Assembly during annual meetings. The sitting allowance is based on actual organization income but not exceeding a hundred thousand Rwandan franc (Rwf 100,000).

CHAPTER VII: EXECUTIVE SECRETARIAT

Article 37: General responsibilities

The Executive Directorate refers to the leadership body responsible for the overall strategic direction, operational management, and implementation of the organization's mission and goals. The day-to-day management of the Organization shall be done according to its Procedures Manuals formulated by the executive committee and approved by the General Assembly prior to application.

Article 38: Composition

The Executive Secretariat is composed by different directions and departments, including:

1. Executive Director
2. Program Director:
 - I. Food security and Climate resilience,
 - II. Resilient community and Humanitarian,
 - III. Wash Resilience,
 - IV. Inclusion, Women and youth empowerment
3. Administration and Finance Director

Article 39: Assets of organization

The assets of the organization include both tangible and intangible properties essential for the successful execution of its mission. These assets may include movable and



immovable property, which can be obtained through membership, donations, legacies, grants from donors and any generated revenue of the organization.

It is prohibited to use organization assets for private activities without prior approval from the Executive director or the Legal Representative. The requirements and other relevant details shall be described in the procedure manual.

Article 40: Duties of Executive Secretary

Under the guidance Executive Committee, the Executive Secretary is responsible for overseeing the administrative operations of the organization, including the following tasks:

- Conduct the correspondence of the organization.
- Funds mobilization.
- Attend meetings of the Executive Committee as necessary.
- Maintain all documents and records, including those related to the organization's assets.
- Keep the minutes of Executive Committee meetings.
- Safeguard the seal of the organization.
- Serve as the primary point of contact between the Executive Committee, staff, donors, and external stakeholders.
- Represent the organization at meetings, conferences, and official engagements when required.
- Ensure timely reporting on project progress and organizational activities.
- Ensure compliance with the organization's policies, procedures, and legal requirements.
- Perform any other functions assigned by the General Assembly or the Executive Committee.

The organization also relies on several key manuals, including those for administrative procedures, financial and accounting procedures, asset management, auditing, procurement, reporting, marketing and social media, and human resources management.



The Executive Directorate supports the President of the organization, the Executive Committee, and other committees in fulfilling the mission of the organization. The Executive Secretariat is led by the Executive Director, who is supported by a team recruited and hired by the Executive Committee in collaboration with the Executive Secretariat. Recruitment is conducted on a competitive basis, and vacancies are approved by the Executive Committee. The President of the organization signs all employment contracts for staff members.

Article 41: Strategic and action plan

The organization operates based on a strategic plan and action plan, which are adopted by the Executive Committee. The Executive Director, along with external experts as needed, plays a role in formulating these plans. Based on the strategic plan, action plans, adopted programs, and the annual budget, the Executive Committee and the Executive Directorate shall sign a performance contract for the year. The operational management is carried out according to the action plan and the annual budget.

These plans must be adopted by the competent bodies at least fifteen (15) days before the start of the fiscal year. The adoption of the strategic plan, action plan, and budget automatically grants the Executive Directorate the authority to implement them using all available resources.

Article 42: Exceptional activities and expenses

Unforeseen activities and expenses are authorized by the Executive Committee by reallocation of the budget line or budget review without exceeding the amount of the budget approved by the General Assembly.

Article 43: Follow-up of the strategic plan and the action plan

An evaluation report on the progress of the strategic plan, operational plan and budget must be produced annually. This report should be submitted to the relevant organs for review and serve as a basis for planning the upcoming year. Comments of various



organs shall allow the correction of discrepancies and the integration of new data during the annual planning.

Article 44: Controlling the management of the organization

The management of the assets of the organization's assets shall be subject to oversight by both internal and external auditors. These auditors shall perform their mandates in accordance with internationally recognized accounting standards to ensure the integrity of financial management and internal controls.

Article 45: Annual financial reports

The fiscal year runs from January 1st to December 31st.. At the end of each financial year, the Treasurer, in collaboration with the Executive Director, shall establish a draft annual report. This report should include an overview of the organization's achievements, financial statements, and a proposed budget for the following year. The draft report should be submitted to the Executive Committee for approval before being presented to the General Assembly for final approval.

Article 46: Information to the Executive Committee

The President of the organization, with the assistance of the Executive Director shall provide the Executive Committee with quarterly updates or more frequent reports as necessary. These reports should include:

- The status of implementation of the budget and the annual plan of action;
- The status of implementation of the Funded Projects;
- The synthesis of the findings and recommendations of the auditor their implementation;
- The general running of administrative services of the organization.

The Executive Committee should review these reports, provide feedback, and monitor the implementation of any recommendations or actions.

CHAPTER VIII: CAPACITY BUILDING FOR ORGANIZATION MEMBERS

Article 47: Capacity Building Facilitation



The objective is to enhance the skills, knowledge, and effectiveness of RBI members. The Organization shall facilitate to strengthen the professional capacity of its members through various activities including seminars, conferences, trainings, job placements, internships and apprenticeships, amongst other relevant modalities. Any member proposed to attend such capacity building activities shall be facilitated by organization in terms of accommodation, transport, and meals. The executive committee shall formulate and recommend to the General Assembly modalities, policy and guidelines/manuals for Continuous Professional Development activities and programs.

Below is a comprehensive approach to developing and implementing capacity-building initiatives:

1. Needs Assessment: Identify skills gaps and developmental needs among staff and members.
2. Set Objectives and Strategy: Define clear objectives and develop a strategy for the capacity-building activities.
3. Training and Development: Offer workshops and seminars on relevant topics such as project management, fundraising, and community engagement. Additionally, establish mentorship programs, where experienced members can guide and support newer members.
4. Allocate Resources: Ensure necessary funds are allocated for training programs, materials, and other resources. Provide members with access to the tools, technology, and information required for their development.
5. Monitor Progress: Regularly monitor the progress of capacity-building activities against the set objectives. Implement feedback mechanisms to gather input from participants and make necessary adjustments to improve future programs.
6. Sustainability and Continuous Improvement: Encourage networking and collaboration with other organizations to share best practices and resources. Foster a culture of continuous learning and professional development within the organization.
7. Certification: At the end of each capacity-building program, participants will receive certificates in recognition of their participation and achievements.



The mission allowance for members can vary based on several factors, including the size and financial capacity of the organization, the country in which it operates, and the specific nature of the work or mission being carried out. The minimum of the mission:

Inside the country

- ✓ Daily per diem is based on actual organization income but not exceed one hundred Rwandan francs (Rwf 100,000) including meal, transport and communication.
- ✓ Overnight per diem is based on actual organization income but not exceed one hundred fifty Rwandan francs (Rwf150,000) including accommodation, meals transport and communication.

Outside the country

- ✓ The cash allowance is based on actual organization income but not exceed five hundred Rwandan francs (Rwf 500,000). Other expenses as ticket, accommodation, meals... are determined by host organization.

CHAPTER IX: INTERNSHIP AND VOLUNTEERISM

Article 48: Purpose and Scope of Internships

At **RBI**, internships are more than just professional learning experiences; they are opportunities for **growth, impact, and meaningful engagement**. It provides individuals of all genders with practical experience in sustainable socio-economic development, focusing on Food security and Climate resilience, Resilient community and Humanitarian, Wash Resilience and Inclusion, Women and youth empowerment.

These programs enhance interns' skills while contributing to RBI's mission. RBI is committed to fostering an inclusive, diverse, and non-discriminatory internship environment, ensuring equal opportunities for all. Interns at RBI are not just learners; they are **active contributors** to real-world projects that drive positive change in communities. Through guided mentorship and practical exposure, interns develop **essential skills**, expand their professional networks, and gain **firsthand insights into development work**.



Article 49: Duration of the Internship

The standard internship period is six (6) months. A one-time extension of up to six (6) additional months may be granted upon a written and justified request from the intern, submitted to the Executive Committee. The decision will be based on the supervisor's report and the intern's performance. All extension decisions shall be made equitably, without bias based on gender identity, gender expression, or any other personal characteristics.

Article 50: Mentorship and Supervision

Each intern will be assigned a supervisor, designated by the Committee based on their area of work and expertise. Supervisors are experienced RBI staff members who demonstrate integrity, accessibility, and a strong commitment to mentorship. RBI strives to maintain gender balance in the selection of both supervisors and interns, ensuring an equitable and supportive learning environment. Each supervisor may oversee a maximum of three (3) interns at a time.

Article 51: Assessment and Reporting

Two months before the internship concludes, interns must prepare a detailed report of their activities, submitted to the President of RBI with acknowledgement from their supervisor. The final assessment will evaluate performance, commitment, and teamwork, ensuring that all interns, regardless of gender, receive fair and unbiased evaluations based on merit.

Article 52: Payment, Allowances, and Insurance

Internships at RBI do not include a salary. However, interns may receive a stipend or reimbursement for specific costs, such as transportation and meals, subject to the availability of funds and the discretion of the Executive Committee. Interns are responsible for their own accommodation, health insurance, and any other personal expenses during the internship period. Additionally, all interns must provide proof of valid medical insurance coverage before starting their internship to ensure adequate protection in case of illness or accidents.

Article 53: Purpose and Scope of Volunteerism

At Resilient Builders Initiative (RBI), volunteering is more than just an act of service—it is a shared journey of impact, learning, and transformation. It offers individuals a



platform to actively participate in sustainable socio-economic development, guided by the core values of solidarity, inclusivity, and shared growth. Volunteers support RBI's mission through activities in WASH promotion, climate resilience, humanitarian aid, agricultural support, and community empowerment. Volunteerism is based on the principles of solidarity, inclusivity, and mutual growth, fostering meaningful engagement without financial compensation.

Article 54: Recruitment and Selection

Volunteer opportunities at RBI are open to individuals who share the organization's commitment to equality, empowerment, empathy, and resilience. The selection process involves an application, interview, and orientation to ensure alignment with RBI's values and objectives. RBI actively promotes diversity and inclusion in volunteer recruitment, ensuring equal opportunities for individuals of all backgrounds.

Article 55: Roles and Responsibilities

Volunteers play a crucial role in supporting RBI's programs and are expected to:

- Adhere to RBI's policies and ethical guidelines.
- Maintain confidentiality and uphold organizational values in all activities.
- Engage actively in assigned tasks, demonstrating responsibility and commitment.
- Foster a collaborative and respectful working environment.

In return, volunteers have the right to:

- A safe and supportive work environment.
- Clear guidance, training, and necessary resources to fulfill their roles effectively.
- Recognition for their contributions to RBI's mission.

Article 56: Supervision and Support

Each volunteer will be assigned a coordinator who provides mentorship, guidance, and performance feedback. Regular check-ins will be conducted to discuss progress, address concerns, and enhance the volunteer experience. RBI is committed to fostering an equitable and inclusive support system for all volunteers.

Article 57: Duration and Commitment



Volunteer commitments may vary in duration, ranging from short-term assignments to long-term engagements, based on project needs and volunteer availability. Volunteers are encouraged to communicate any changes in their availability to ensure smooth project continuity.

Article 58: Recognition and Appreciation

RBI values and acknowledges the contributions of volunteers through:

- Certificates of recognition upon successful completion of service.
- Public acknowledgments in RBI's reports, newsletters, or events.
- Opportunities for professional development and increased responsibilities within RBI programs.

CHAPTER X: FINAL PROVISIONS

These Final Provisions outline the fundamental principles governing the RBI to ensure its effective management, operational efficiency, and alignment with its mission and vision.

The internal rules and regulations of RBI encompass all provisions related to the organization's structure, governance, and daily operations. They serve as a guiding framework to address all aspects of RBI's activities that may not be explicitly covered in other governing documents or policies. These provisions ensure consistency, transparency, and accountability in decision-making and organizational functions.

RBI remains committed to its mission of building resilient communities through sustainable solutions and accelerating change using innovative and collaborative approaches. The organization upholds its vision of striving to create a world where resilience is a reality for vulnerable populations, addressing critical environmental challenges, and contributing to a more equitable and sustainable planet.

Any amendments or modifications to these internal rules and regulations shall be proposed by the Executive Committee and approved by the General Assembly to reflect the evolving needs and priorities of RBI.