

**AFRICAN CENTRE FOR
GLOBAL HEALTH AND
SOCIAL
TRANSFORMATION
(ACHEST)**



**PERSONNEL POLICY AND PROCEDURES
MANUAL**

Kampala, Uganda
Revised 2012

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ACHEST PERSONNEL POLICY AND PROCEDURES MANUAL

1.1 Introduction

The ACHEST Personnel Policy and Procedures Manual seeks to establish uniform personnel policies and practices for contract employees of African Centre for Global Health & Social Transformation (ACHEST) . The term “contract employee” refers to technical employees, administrative employees, and consultants.

1.2 Purpose

The purpose of this Manual is to ensure that ACHEST personnel policies are applied equitably and that the best possible administrative procedures are utilized.

The Manual is intended both as an orientation document for new contract personnel and as a reference document for those who have been with the organization for some time. While the Manual is a compendium of policies and procedures in effect at the time the Manual was published, it is not intended to deal with every personnel contingency or special situation that can arise in the conduct of work. Where there is a difference between the policies and procedures set forth in this Manual and a subsequent policy statement or revised procedure, the latter takes precedence. The Executive Director will have fiscal, in-country, authority to interpret and decide policy. Consultation with other stakeholders and donors should be sought whenever appropriate.

1.3 New and or Revised Policies

This Manual will be periodically updated. In the event you have suggestions or revisions to either the policies, procedures or its presentation, please inform the Executive Director in writing.

The suggestion or revision will be discussed by the Executive Director and Finance and Administration Manager, and if they are in agreement, the ACHEST Executive Director will seek the approval of the board before addition/inclusion to the Personnel Policy and Procedures Manual.

1.4 Proprietary Nature of Manual

This Manual should be considered proprietary and is not to be copied or shared in any way with any other company, agency, or individual.

2. EMPLOYMENT

2.1 Policy

It is the policy of ACHEST to provide equal opportunity in employment for all persons and to prohibit discrimination in employment because of race, color, religion, sex, age, sexual orientation or handicap. Staff is expected to observe and pursue these principles in the conduct of their work, with high ethical standards and integrity, and to treat other staff with courtesy and respect.

2.2 Appointments

All appointments (for either long-term employees or short-term consultants) are made by the Executive Director.

2.2.1

Induction

2.3 Probation

ACHEST reserves the right to make employment of new staff members conditional on a successful probationary time period. Details of such arrangements will be clearly stated in individual contractual employment agreements, but will not be more than six months.

2.3.1 Full-time Employment

It is normal practice for ACHEST to specify that full-time (40 hours per week) staff members serve on an exclusive, full-time basis. These persons are not allowed to undertake any other form of employment or consultancy for compensation during the term of employment, unless the Executive Director approves such employment in writing.

2.4 Employee Identification Card

All full-time and permanent recurrent staff members are entitled to an identification card to allow easy access to and from the office, donor offices, and Government of Uganda Agencies. The identification cards will include a photograph and will be approved by the Executive Director.

2.5 Business Cards

ACHEST will provide business cards to all staff who require them. Staff members are not allowed to produce business cards on their own that refer to ACHEST.

2.6 Terminations and Resignations

It is the wish of ACHEST that all employees will remain with the project until their contracted service period is completed. However, we are aware that situations may occur in which employment terminations are required in the interest of an individual and/or ACHEST.

2.6.1 Employment at Will/Notice

Employment at ACHEST is at will. This means that either party can terminate the relationship at any time and give at least 30 days written notice prior to an early contractual termination.

2.6.2 Separation for Cause

Separation for cause may be effected immediately after notice of dismissal has been served on the staff member, and any grievance has been considered. In cases involving separation for cause, staff members may be temporarily suspended with or without pay while their grievance is being considered.

Either during a probationary period, if any or at any time thereafter, when a staff member's performance has been found unsatisfactory or they have engaged in improper behavior (or offenses) s/he may be separated for cause.

Unless the cause of separation is so serious as to warrant immediate dismissal, staff will be warned and given an opportunity to improve their performance and demonstrate that there will not be repetition of the negative action(s). If this course of action fails, a notice of dismissal will be offered stating the grounds for dismissal.

ACHEST will allow staff members an opportunity to be heard and defend their position should they desire. The staff member will then be notified in writing of the final decision of the grievance. The Executive Director will review all internal technical staff matters. The Executive Director will be the final authority on all personnel matters, with appropriate consultation with the Board and donors when appropriate.

3. CONFIDENTIALITY

3.1 Personal

Personal contracts, compensation levels, and other information dealing with the hiring and performance of staff at ACHSET are considered confidential. Access to the personnel files of each staff member is restricted to essential administrative personnel and the Executive Director. Staff members may review the contents of their own personnel files upon request in the presence of the Finance & Admin. Manager or the Executive Director. Staff members are not allowed to photocopy or remove any item from their files without approval from the Finance & Admin. Manager.

3.2 Financial

Staff may be exposed to sensitive financial and/or personal materials related to consultants, subcontractors, and/or clients. Please be aware that the confidentiality of these materials must be respected at all times. Do not leave them in open view on your desk, use envelopes when appropriate, and destroy copies that will no longer be used.

3.3 Trade Secrets

ACHEST staff members have access to and work with proprietary information that ACHSET considers highly confidential, the release of which could adversely affect the competitive performance of the organization. For this reason, staff members should make every effort to safeguard the confidentiality of information that if released could potentially harm the organization's competitive performance. Confidential information includes, but is not limited to, ACHSET processes, procedures, formulas, client preferences, information systems, consultant lists, proposals, overhead rates, approaches to implementation and problem solving, and other trade secrets. Staff members agree that they will not disclose this information directly or indirectly to anyone except as needed to the conduct of ACHSET business. This obligation will exist not only during the term of employment but thereafter as well.

4. GENERAL CONDUCT AND DISCIPLINE

4.1 Office Hours

The ACHEST offices are open for business Monday through Friday between 8:00 a.m. and 5:00 p.m. Within this time span, staff is expected to work an eight-hour day. If a staff member will not be present during these times s/he should notify the office in

advance and give an estimated time of arrival. Work schedules that deviate from normal office hours must be approved in writing by the Executive Director, and fellow staff properly notified.

4.2 Other Businesses

Conducting personal “for profit” business on ACHEST’s time, premises, or phone is prohibited and is considered a serious offense subject to dismissal.

4.3 Conflict of Interest

Staff members shall avoid any action which might result in, or create the appearance of, using their employment for private gain, giving preferential treatment to any person, impeding ACHEST efficiency or economy, losing independence or impartiality, making ACHEST decisions outside official channels, and/or adversely affecting confidence in the integrity of ACHEST.

4.4 Receiving Gifts

Staff shall not solicit or accept, directly or indirectly, any gift, gratuity, favor, entertainment, loan or any other item of monetary value, from any person(s) whom:

- (1) Has, or is seeking to obtain, contractual or other business or financial relations with ACHEST;
- (2) Conducts operations or activities that are regulated by ACHEST;
- (3) Has interests that may be substantially affected by the performance or non-performance of official duty; or
- (4) Appears to be offering the gift with the hope or expectation of obtaining advantage or preferential treatment in dealing with ACHEST for any purpose.

The policy does not apply to:

- (1) Gifts, gratuities, favors, entertainment, loans, or any other things of monetary value received on account of close family relationships when the circumstances make it clear that it is that relationship rather than the business of the persons concerned which are the motivating factors;
- (2) Acceptance of loans from banks or other financial institutions on customary terms to finance proper and usual activities of staff members, such as home mortgage loans;
- (3) Acceptance of unsolicited advertising or promotional material, such as pens, pencils, note pads, calendars, and other items of nominal intrinsic value;
- (4) Acceptance of rates and discounts offered to staff members as a class, and in the best interest of cost efficiency in the performance of contractual services.

This policy does not prohibit the voluntary giving of or receipt of gifts of nominal value for special occasions such as marriage and “get well”, or holiday presents.

4.5 Smoking

Smoking inside of ACHEST premises is not permitted.

4.6 Working at Home

Because of the importance of collegiality and the need to be responsive to client concerns and requests, work at home is not encouraged. However, ACHEST does understand that in some circumstances, staff members can be more efficient if they work outside the office. Accordingly, working at home may be occasionally authorized for technical staff after consultation and approval of the Executive Director.

4.7 Disciplinary Guidelines

After reviewing records of inquiry and investigation, the Executive Director is guided by a range of offenses and their suggested penalties as set out in **Schedule A**. The table is used as a guideline to formulate appropriate disciplinary action. It is not all-inclusive. Appropriate penalties for offenses not listed, however, will be consistent with comparable offenses.

The disciplinary penalty imposed upon a specific staff member is dependent upon the nature of the offense committed, his or her previous record and other pertinent information surrounding the case. When a staff member commits a combination or series of offenses, greater penalties than those listed for single offenses are appropriate.

A letter of reprimand and other notations of serious breaches of staff member discipline will be retained as appropriate in the staff member's personnel files.

4.7.1 SCHEDULE A

NO	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
1.	Absence from work without permission and without a reasonable cause	Written Warning	Suspension of 3 days	Dismissal	
2.	Failure to observe company policies and procedures	Written Warning	Suspension of 5 days	Dismissal	
3.	Constant lateness (late in excess of 4 days per month)	Verbal Warning	Written Warning	Suspension of 5 days	Dismissal
4.	Reporting to work under the influence of alcohol or illegal drugs	Suspension /Dismissal	Dismissal		
5.	Drinking alcohol on the job	Suspension /Dismissal	Dismissal		
6.	Use of illegal drugs on the company's premises	Dismissal			
7.	Intentional damage to the company's property	Suspension /Dismissal	Dismissal		
8.	Damage to/or loss of company's property through negligence	Suspension /Dismissal	Dismissal		
9.	Insubordination	Discussion	Written Warning	Suspension of 5 days	Dismissal
10.	Sleeping while on job	Written Warning	Suspension of 5 days	Dismissal	
11.	Failure to resume or report for work after the expiration of approved leave without satisfactory explanation	Written Warning	Suspension of 5 days	Dismissal	
12.	Using indecent language on company premises	Written Warning	Suspension of 3 days	Suspension of 5 days	Dismissal
13.	Participating in sexual harassment	Upon investigation Suspension/ Dismissal	Dismissal		
14.	Using the company's	Upon	Dismissal		

NO	TYPE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
	equipment/vehicle without permission	investigation Suspension/ Dismissal			
15.	To conceal, hide or compound an attempt to steal, defraud or to commit any act contrary to the interest of ACHEST or its employees	Dismissal			
16.	Unauthorized overseas calls	Suspension of 5 days	Dismissal		
17.	Theft of the company's and/or co-workers assets	Suspension/ Dismissal	Dismissal		
18.	Gambling on the company's premises	Suspension/ Dismissal	Dismissal		
19.	Falsification of records	Suspension/ Dismissal	Dismissal		
20.	Continuous unsatisfactory performance	Written Warning after discussion	Suspension of 3 days	Suspension of 5 days	Dismissal
21.	Disclosure of confidential company Information	Suspension/ Dismissal	Dismissal		
22.	Behaving in a manner likely to cause injury to persons and or damage to ACHEST property	Written Warning	Suspension of 5 days	Dismissal	

Suspension of an employee is without pay.

4.7.2 Grievances and Complaints

It is the policy of ACHEST that grievances, complaints and any other related matters are settled amicably to allow for teamwork and cooperation. Any employee with a complaint that has not been amicably solved with his/her colleagues may direct such a complaint to the Executive Director, either verbally or in writing.

5. EMPLOYEE BENEFITS AND COMPENSATION

5.1 Time Sheets

Each staff member is required to maintain a timesheet on a daily basis. Since part of some client billing is based on these records, care must be used in completing them.

5.1.1 Procedures for Completing a Time Sheet

- Time sheets should be filled out daily and in ink.
- Corrections to errors must be made by drawing a single line through the wrong entry, entering the correct entry, and initialing the change - without effacing the original entry or destroying the original time sheet. Do not use Whiteout.
- Please total both the columns and the rows in the space provided.
- When determining hours, please round down or up to the nearest quarter hour increment.
- Please factor out lunchtime. All lunch periods will be assumed to be 1 hour long.
- On occasion you will be asked to submit timecards early and estimate the hours to be worked; with necessary adjustment made on next month's time sheet.
- Staff may not record in any time sheet other than their own time sheet.
- Time sheets should be submitted on a timely basis as instructed by the Finance & Admin. Manager.
- In the case of monthly paid employees, time sheets should be submitted at least five (5) working days prior to the scheduled payday.
- Time sheets must be signed by the individual staff, and approved by the appropriate Executive Director prior to payment processing.
- Approved holidays, vacation leave, sick leave and no pay leave should be clearly marked on the time sheets.

5.2 Salaries

Full-time, salaried staff are paid a monthly salary in accordance with the approved salary scales and the standard terms and conditions of service as set out in each employee agreement. Such staff will be paid once per month. To accommodate year-end bookkeeping, salaries for the month of December may be paid a week or two in advance.

5.3 Insurance

ACHEST now provides medical cover for some of the staff members

5.4 Performance Review and Evaluation

Staff will have annual reviews of their performance and pay on the anniversary of their contract. The annual performance review and evaluation procedure is part of a process designed to improve internal understanding and communication with regard to company goals, performance expectations, work objectives, and the most effective allocation of staff time.

The review is designed to provide a flexible structure to ensure that annual performance reviews are candid, comprehensive, and productive. It is not intended

that this review function as an inflexible monitoring device or that it be used to establish rigid performance formulas.

The performance review has three related purposes:

1. It provides a guide for staff and supervisors to use when discussing and evaluating job performances.
2. It establishes a format for agreeing on future performance goals and objectives and an opportunity to discuss workload implications and adjust work priorities.
3. It provides a record so that a work plan, once established, can be changed to reflect altered circumstances.

The Executive Director will evaluate or appraise what is seen as the employee's strengths and weaknesses during the year, specifying:

- What is expected of the employee
- Goals and other measures by which the employee is evaluated
- Clear recommendations for excellent performance including salary increases
- Clear recommendation for disciplinary action for poor performance
- Clear recommendations on ways in which the employee's performance might be improved.

The employee being appraised should review the written appraisal statement and discuss comments therein with the Executive Director and signify acceptance or otherwise.

Additional periodic evaluation may be scheduled by the Executive Director in order to monitor and evaluate performance.

5.5 Promotions

As a project activity, with set contract-determined positions, staff should not expect opportunities for advancement as might be found in more standard businesses.

5.6 Overtime

Overtime is not utilized by ACHEST.

5.7 Salary Increases

Pay increases will be awarded annually and will be based on the results of the performance review and the discretion of the Executive Director and in consultation with the Board where required.

5.8 Compensatory Time

It is expected that salaried staff will actually work longer hours as part of their duties and the nature of salaried employment. There is no provision of compensatory time.

5.9 Salary Advances

Salary advances will be made upon request to the Executive Director and will not exceed one month's net salary.

5.10 Severance Pay

The provision of severance is assumed a component of the fringe benefit allowance provided for full-time salaried staff. No additional severance pay is provided at the end of an employee's contract.

5.11 Appraisals

6. LEAVE ADMINISTRATION

6.1 Policy

Annual vacation leave is granted to employees who have worked at least 6 months to allow for a period of rest and provide periods of time off to deal with personal emergencies. While it is the policy of ACHEST to allow employees to use their vacation leave when they wish, work requirements will be the determining factor in approving leave and must take precedence over individual plans if the approval of a leave request would conflict with priority work schedules.

Written requests for leave (**see Appendix I**) must be approved by the Executive Director in advance, except when an employee is sick or a sudden emergency arises making this impractical. In such cases, employees must notify the office as soon as possible.

6.2 Sick Leave

Sick leave is accrued from the date of hire. Annual sick leave is 10 days in accordance with the Ugandan labour practice. Sick leave for periods of 3 days or more must be accompanied by a certificate from a doctor. There is no limit to the amount of sick leave an employee may accrue. Permission to use sick leave in advance of accruing it is at the discretion of the Executive Director. Accumulated sick leave cannot be transferred into a lump-sum payment upon separation. Sick leave can only be used for illness of the staff member and cannot be used to take care of someone else who is sick.

6.3 Vacation Leave

Annual vacation leave is accrued from the date of hire. Annual vacation leave is 20 working days in accordance with local practices.

An employee may accrue and roll over no more than 25 days into a subsequent year. At no time should an employee have an accumulated leave of more than 25 days. Upon separation, a lump sum payment can be requested for up to 10 days accrued vacation leave. ACHEST reserves the right to use this amount to offset any balances owed to the project by the employee.

6.4 Maternity Leave

It is the policy of ACHEST to grant maternity leave to qualifying employees as required by local law and approved in writing by the Executive Director.

Every female employee is entitled to Maternity leave of 60 working days and will be paid for all maternity leave days.

An employee may be granted maternity leave upon submission of a doctor's certificate on or before the 28th week of pregnancy, stating the expected commencement date of maternity leave.

6.5 Public Holidays

The office will be officially closed during all Ugandan Public holidays.

The ACHEST Finance & Administration Manager in consultation with the Executive Director, will prepare an annual schedule of holidays for each upcoming year.

6.6 Executive Director Absence

When the Executive Director is absent, he/she will delegate to another ACHEST employee.

6.7 Unpaid Leave

Employees, who have been with the organization for six months or more, may request a leave of absence without pay for personal reasons. This request must be done in writing and approved by the Executive Director. The maximum number of days of unpaid leave is 10 days per year.

7. SEXUAL HARASSMENT

7.1 Policy

It is against the policies of ACHEST for any staff member, male or female, to sexually harass another staff member. ACHEST is committed to providing a workplace free from this conduct. Sexual harassment is a form of sex discrimination and means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to that conduct is made either explicitly or implicitly a term or condition of employment;
- Submission to or rejection of such conduct by an individual is used as a component or the basis for employment decisions affecting that individual; or
- The conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

It is also forbidden to retaliate against a staff member for filing a complaint of sexual harassment or for cooperating in an investigation of sexual harassment.

In the event that ACHEST receives a complaint of sexual harassment, it will take all necessary steps to ensure that the matter is promptly investigated and addressed. Any staff member who believes that she or he has been the target of sexual harassment is encouraged to directly inform the offending person or persons that such conduct is offensive and must stop. A staff member who wishes to report sexual harassment should do so to the Executive Director or Board Chairman.

If sexual harassment is found to have occurred, ACHEST will take immediate appropriate corrective action, ranging from a verbal warning up to and including dismissal.

8. COMMUNICATIONS

8.1 Telephone

It is very important that the phone be answered promptly at all times. Currently there is a system where a member of the Administrative Staff has prime responsibility for answering the phone during operating office hours. However, due to the volume of calls, it is important for everyone to listen for and answer the telephone as necessary. Also, it is the responsibility of each staff member to place his/her own outgoing phone calls in compliance with ACHEST'S decentralized phone policy.

ACHEST staff are allowed to take care of personal arrangements over the phone if needed, provided these calls are made as brief as possible and are local calls. Under no circumstances are calls to conduct personal "for profit" business allowed.

8.2 E-Mail/Internet

The e-mail and Internet facilities in the office are to be used exclusively for ACHEST business. Please be aware that all e-mail correspondence on the ACHEST system is considered the property of the organization.

8.3 Communication to GOU and/or Donors

Communication with GOU and/or donors should always be coordinated through the Executive Director. However, if a staff member is in direct contact with these organizations for some reason, s/he should copy any correspondence to the relevant Executive Director or inform them of any conversation and its content.

8.4 Press and Media Relations

All contacts with the press are to be discussed initially with the Executive Director or his designate. If unique circumstances require a staff member to speak with the media without prior approval, s/he will provide a written report to the Executive Director at the first opportunity. All inquiries from the media should be referred to the Executive Director. It is ACHEST policy that all press contacts are approved by the Executive Director .

8.5 Locator Board

Please ensure that all travel plans are recorded on the White Board located in the Reception Area.

9. ADMINISTRATIVE OFFICE PROCEDURES

9.1 Procurement of Equipment & Supplies

All purchases made by the secretariat office must be approved in writing by the Executive Director or his designate.

Three written quotations should be solicited for the procurement of any item and recorded as is provided. The Procurement manual must at all times be complied with by all staff.

9.2 Maintenance of Equipment

Maintenance of all equipment will be conducted in accordance with manufacturers' recommendations. If an item is damaged beyond repair, a memo must be written to the file and a copy sent to the person responsible for inventory management. Thereafter, the item should be kept in storage until such time as donors instruct disposition of the equipment.

Stolen property should be reported to the Executive Director as well as to the proper authorities and a police report filed. A note to file should also be done stating the sequence of events, along with police and any eyewitness reports.

All equipment should be protected in a manner consistent with local practices unless otherwise recommended by the some donors.

9.3 Inventory

Immediately upon receipt, all non-expendable items in the care of an ACHEST secretariat, whether purchased or donated property, must be properly tagged using an ACHEST inventory tag and recorded on a non-expendable inventory report.

Compliance with some donor marking requirements must be strictly observed. Serial numbers for all electronic equipment, vehicles, and license numbers for software must be included on the inventory report. All equipment whether purchased, leased or donated shall be in the custody of ACHEST Secretariat. A physical inventory must be done at least once per year.

Inventory Procedures

1. Items must be tagged and recorded according to ACHEST and donor requirements.
2. List items by location.
3. Physically visit location and inspect for proper tagging.
4. Secure receipt of purchase or other reliable documentation showing description and details of item.
5. Note serial numbers, model and manufacturer's codes.

9.4 Cheque Disbursements

Cheque disbursements may be made at least twice per week, and a turn-around time of not less than three working days should be allowed, except in the case of liquidations. This will take a processing time of five to ten working days.

Preparing a Cheque from an Invoice

1. An official invoice detailing the items or services and conditions of purchase must be presented
2. Items delivered must be satisfactorily certified on the back of the invoice by an authorized ACHEST staff member as having been received in good order and in accordance with the invoice.

3. The Finance & Admin. Manager prepares all cheques and requisitions for cheques.
4. Three clear working days are needed by the Finance & Admin Manager for the processing of cheques.

In the case of payments to Consultants, a time sheet detailing dates and hours worked and confirmation that work produced has been received and is satisfying, should be certified by the Executive Director. Steps 3 and 4 above should then be followed.

9.5 Petty Cash Disbursements

A petty cash fund of One Million Uganda Shillings (Ush 1,000,000) is established for office use and is controlled by the Finance & Admin. Manager. Approved amounts paid from Petty Cash must not exceed Two Hundred Thousand Uganda Shillings (Ush 200,000). Payments exceeding this amount are made from Petty Cash **only if** it is much more convenient and cost effective to pay in cash rather than by a cheque. Exception to the Ush. 200,000 rule requires the approval of the Executive Director.

Steps to Preparing Petty Cash Payments

a) Cash Advance

1. Present request for cash to the Finance & Admin. Manager
2. A Petty Cash Slip (**see appendix II**) will be prepared and signed by the Finance & Admin. Manager and taken to the Executive Director for review and approval
3. Upon receipt of the cash, the payee must sign the Petty Cash voucher acknowledging receipt of cash.
4. After purchase is made, the recipient of the advance must present a receipt to the Finance & Admin. Manager. If a receipt is not available (for example in the case of public transportation), a signed note by the project employee may be accepted.
5. The advance must be liquidated within two working days by presentation of a receipt and/or change, or by return of the cash.

b) Cash Reimbursement

1. Present valid receipts for expenditure.
2. The Finance & Admin. Manager will certify the expenditure.
3. Finance & Admin. Manager or his/her representative will disburse the cash.

9.6 Travel Advances

Employees who will be requesting a per diem and/or advance for expenses such as petrol, training supplies, etc., must complete a Travel Advance Request form (**see Appendix III**) at least three days prior to departure.

Requesting a Travel Advance

1. Complete and sign a detailed Travel Advance Request Form
2. Present form to the Finance & Admin. Manager at least three working days before advance is required. In cases where the total request exceeds Ush. 500,000 the advance should be cleared first with the Executive Director or Program Manager.

3. Collect cash from the Finance & Admin. Manager.

9.7 Travel Claims/Reimbursement for Expenses

Requesting Settlement of Travel Claims

1. Complete the form entitled "Expense Report: Request for Reimbursement" (**see appendix IV**). Clearly indicate, exact dates of travel, purpose of travel and amount of advance received, if any.
2. Attach all receipts for hotel accommodation, petrol, and any other authorized expense such as stationery supplies, photocopies, official phone calls, etc.
3. Submit all documentation to the Finance & Admin. Manager for settlement and allow three working days for settlement.

Reimbursement for Expenses Incurred

Expenses incurred by staff members or consultants on behalf of ACHEST may be reimbursed. The procedures for reimbursement are as follows:

1. Complete the "Expense Report: Request for Reimbursement Form" mentioned above.
2. Details and description of the items to be reimbursed must be clearly stated on the form, and relevant receipts attached
3. Submit all documentation to the Finance & Admin. Manager and allow three working days for settlement.

All travel advances must be reconciled before any new advance can be issued.

9.8 Request for Use of equipment / Project Vehicles

Official authorization for use and removal of all equipment and assets from office premises should be obtained from the Executive Director.

All operators of project vehicles must be the holders of a valid driver's license. Only ACHEST staff or authorized consultants are allowed to operate project vehicles.

9.9 Request for Air Travel

All air travel must be approved in advance in writing by the Executive Director and/or donors. International Air travel will only be reimbursed if it is economy class, on any carrier, and via the most direct route. Travel of over 6 hours may be on business class.

9.10 Requests for Supplies

All requests for stationery and office supplies should be sent in writing to the Finance & Admin. Manager. At no time should purchase of office supplies, stationery, or supplies for workshops, etc., be carried out by any other member of staff. A period of five (5) working days should be allowed for supplies of stationery that are not usually in stock.

9.11 Request for Meetings/Conferences

In the case of a special event that will require additional administrative or financial support, such as a workshop, seminar, exhibition, or presentation, timely notice

should be given to the Finance & Admin. Manager who will liaise with the Executive Director. The following steps should be observed

1. For larger workshops or conferences, at least one month's notice should be given.
2. Indicate choice of venue, if any, and advice of any physical requirements that could be a deciding factor in choice of venue.
3. Promptly supply lists of invitees, along with titles and contact addresses.
4. Give clear advice as to dates, deadlines and specific requirements to allow for dissemination of accurate information to participants.
5. Provide a draft letter of invitation.
6. Allow at least two weeks for delivery of invitation letters.

9.12 Use of Standard Financial Forms

Various financial and other forms are provided for the efficient disbursement of funds and services, and these forms, where available, should be carefully completed and submitted to relevant staff members in a timely fashion.

OTHER FORMS FREQUENTLY USED

9.13 Requests for Special Assistance

In the case of a special event that will require additional administrative or financial support, such as a workshop, seminar, exhibition, or presentation, timely notice should be given to the employee/s involved along with clear guidelines as to dates, deadlines and specific requirements. The relevant supervisor/s should also be informed at the same time.

9.14 Personal Cash Advances

ACHEST does not make personal cash advances.

9.15 Car Rentals

The organization vehicles are provided for official use on traveling assignments. However, in an instance where there is a need for the use of a rental vehicle, this request must be made five days in advance of the travel date and approved by the Executive Director.

9.16 Per Diem

The per diem system is based on location and length of stay. A per diem rate sheet is available on request. Staff should not submit for per diem if the cost of lodging or meals is provided through another manner. (ACHEST per diem rates for Uganda are the same as the GoU rates for civil servants).