EMPLOYEE POLICY HANDBOOK

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**KAMPALA**

**UNDERSTANDING ALL EMPLOYMENT ISSUES AT ENVISION**

**5TH OCTOBER 2018**

The policies and procedures stated therein are intended to:

* Create an understanding for all staff about the terms and conditions of service.
* Create smooth relationships among staff and enable them to serve efficiently.
* Create professional and developmental working environments for all staff.
* Protect and safeguard the rights of all staff.

The Caritas Kampala management shall require that all staff sign this policy to have their commitment and the signed copy shall be filled and kept by the administrators at Caritas Kampala.

These policies may be amended from time to time and any changes that will take place shall be communicated to all staff accordingly. Any questions or clarifications regarding these policies and procedures should be addressed to the administration department at Caritas Kampala. You are here by God’s grace to serve, develop and help enrich Caritas Kampala empower the public especially with developmental skills.

The Managing Director:

Purpose and Use of the Human Resource Manual

* To ensure stability of Caritas Kampala
* To present an effective and systematic way to address personnel related issues
* To act as a guide to employees whenever they have queries about personnel or administrative issues
* To ensure that there is fair treatment of employees and that the issues of staff are adequately addressed.
* To ensure that all stakeholders do what is expected of them and what they expect from other parties
* The manual will help initiate nature and develop Caritas Kampala organization culture
* To ensure that duties of each employee are well spelt out and streamline relationships among employees and thus service delivery will be to the minimum.

**HR Policy and Procedure Manual Amendment**

Any changes to this manual which take immediate effect, will be taken as manual amendments and will have the same authority as the existing policies and procedures. The authority to apply for an amendment lies within the Managing Director taking directions and counsel from the Board of Directors.

**SECTION 1: CATEGORIES OF EMPLOYEES**

* 1. Part-Time Employees:

An employee may be hired to work less than 40 hours a week. The specific terms of employment and benefits if any shall be stated in writing by Caritas Kampala at the time of engagement.

* 1. Temporary or Casual Employees:

A temporary or casual employee is not a regular employee of Caritas Kampala. This is a worker that is to be paid to do specific tasks on an occasional basis. Such a worker is not on payroll, does not receive benefits, allowances, or leave and is paid daily or weekly for the work he/she performs. The specific terms of employment and benefits shall be stipulated in the contract between Caritas Kampala and the employee.

* 1. Full Time Employees

A full time employee is a person who is employed by Caritas Kampala for a given period of time via an employment contract and is paid a salary through the payroll system, is assigned an employee number, works at least 40 hours a week and maintains a continuous employment status

* 1. Consultants

Caritas Kampala shall only engage consultants only when there is no qualified staff can carry out a required task to the required standard time frame or when the work considers and outsider’s opinion. The Managing Director shall be approving authority for the work to be carried out by external consultants which will be guided by a scope of terms of reference prepared by the Managing Director.

* 1. Volunteers
  2. Interns

**SECTION 2: EMPLOYMENT POLICY**

* 1. Employee Orientation / introduction Policy Statement

Caritas Kampala recognizes the value of an orderly orientation for newly appointed employees and orientation will take place within in the first five working days of employment.

**Policy Objective:**

The purpose of the orientation for the employee is to ensure that the employee settles I comfortably and quickly.

Policy Responsibility and Authority Levels:

It is the responsibility of the Administration to ensure a successful orientation of all the new employees.

* 1. Promotions Policy Statement

An employee shall have no automatic right to be promoted to the position above theirs should it become vacant. Every such employee shall be encouraged to apply for the position and shall be considered on merit without favor or bias.

Key Aspects of the Policy

Whenever a position falls vacant and an immediate candidate cannot be identified to fill it, another employee already with Caritas Kampala may be asked to act in that position for a given time period and a letter of appointment to act will be issued from the Administration Department.

No employee shall continue in and acting position for a period of more than 6 months ad appointment of 1 month and longer is the ONLY category eligible to receive an acting position allowance.

**SECTION 3:**

**PERFORMANCE MANAGEMENT SYSTEM /STANDARDS/SEPARATION/ TERMINATION**

The performance Management System is a system by which individual performance is organized, monitored, guided, evaluated and rewarded. It is a system that reflects a shared organizational understanding and represents the concrete point of dialogue between each employee’s activities and the organization’s goals and activities.

The components of the performance management system, which will be discussed in the following sections, are performance planning, on-going monitoring and development of employees and these include:

1. Communication of common values
2. Support of employees through staff development and continuous learning
3. On-going feedback
4. The ultimate goal of performance management is growth and development of the administration leading to continuous improvement in overall organizational effectiveness
5. Performance planning provides the basis for a clear and agreed upon action plan for employees for a specific financial year and this takes place at the beginning of the year where specific elements are noted and these are:
   1. Probationary Period

* All employees will be placed on a 6 month probationary period. Employees on a probationary period will be entitled to agreed sum, allowances and a probationary period and extension of the probation period is not allowed
* Caritas Kampala or the employee may terminate the employment during the probation period within a 14 day notice period.
* Instances where Caritas Kampala terminates the contract, the supervisor does this in conjunction with the managing director.
* The supervisor of the employee must oversee the employee o duty and conduct a probation evaluation report, forward it to administrators to determine if the employee is suitable or qualifies for the job or position.
* In the event that employee will not successfully complete the probation period, it is very important that the supervisor notifies the managing director and the later will notify the employee in writing of such with copies to the employee’s file.

After successful completion of probation then employees will be eligible for contracts with Caritas Kampala and contracts will be subject to a specific period of time and renewable should both parties still have interest of working with each other.

* 1. Job Description:

The creation and maintenance of a job description for all positions is used to establish role clarity for each employee in the organization. It includes a summary of the employee’s responsibilities and tasks, key contacts, authority and competencies.

* The job description is intended to be a stable document but needs to be reviewed regularly to ensure that it is valid and this provides a starting point for determining the activities of the financial year performance management cycle.
* All employees will work under current job description and its completion is the responsibility of the administration and any substantive change in role, reassignment of tasks or change of responsibilities must be accompanied by a revision of the employee’s job description.
  1. Bi-Annual Performance Appraisal
* This will be conducted after 6 months within the financial year.
* The staff will be required to develop individual operational plans and the administration manager will develop personal performance objectives based on a job description and assigned tasks and this shall be handed over to the staff within the first five (5) days of the commencement of duty and signed by the Managing Director and the employee.
* A signed copy of the bi-annual performance appraisal form, complete with set personal objectives and development plan will be held in the staff’s personal file. A copy shall be retained by the supervisor and anther by the staff.
  1. Annual Performance Appraisal
* This becomes a summary of the financial year performance of individual staff of Caritas Kampala and this will evaluate their performance in the areas below.

1. Achievement of results in relation to the personal performance objectives set and conducted during biannual appraisals
2. Fulfillment of primary job responsibilities
3. Ability to fulfill key organizational competences.

* In a general sense, employees are appraised on what they produce and on the overall achievements of their efforts which define specific qualities required for the position.
  1. End of Employment Contract and Renewal

Employment contracts for the full time employees shall be for a given time period but is subject to good performance and therefore employees will be given a 60 or30 days’ notice in the event of a change in the status of their employment contracts, or payment of 60 or 30 days will be made in lieu of notice.

* 1. Termination by Notice

The normal period of notice to terminate employment or resign from Caritas Kampala shall be from two (2) weeks to two (2) months depending on the length of employment, grade and type of contract, the details of which will be specified in each employment contract.

The employee shall be required to give the employer at least thirty (30) days to finalize the last payment after the last wok day of the employee.

For an employee on probation, a two (2) week- notice in writing shall be given by either the employer or the employee depending on who is terminating the appointment. In this case no reason needs to be given by either side.

Any accrued benefits will not be forfeited whether it is the employee or the employer who gives the notice (employee resignation).

Full time employees who do not give notice will be required to pay the organization in lieu of notice. If the employee has accrued terminal benefits, he can use this to pay in lieu of notice, otherwise Caritas Kampala reserves the right to pay terminal benefits after deducting what the employee owes the organization.

* 1. Act of God ( redundancy/ Retrenchment/ Caritas Kampala ceases to exist)

Each employee must be aware of the special nature of Caritas Kampala activaties and as a result, the organization reserves the right to terminate an employment contract in the case of any changes in the underlying financial status , or in case of serious deterioration of security in the Caritas Kampala area of operation.

In such cases no employee shall lose any benefits accrued up to that point in time.

* 1. Resignation

Employees are free to resign at any time they believe they are led into another vocation or assignment. This should correspond with the terms in the contract signed by the employee. Such employees will be required to write a letter to the managing director who will forward the notice of resignation to the administration Manager, with a copy to the supervisor. The administration Manager will conduct the exit interview with the employee and then forward them to the managing director who will forward this to the board for approval.

* 1. Termination after prolonged illness of Employee

Caritas Kampala reserves the right to terminate an employment contract in case of prolonged illness of the employee as detailed in Sick Leave Policy.

* 1. Termination after Death of Employee

Employment contracts are terminated automatically with the death of the employee.

* 1. Retirement

Retirement age for Caritas Kampala will be 60 years and on attaining the age of retirement, a person will be required to retire with his/her full benefit, in this case severance pay.

* 1. Clearance Certificate, Exit Evaluation Questionnaire, Certificated of Service

All employees will be expected to get clearance by the organization at the time of termination, resignation or dismissal. During this time an exit questionnaire will be administered to determine the employee’s perspective of the organization in relation to the Caritas Kampala mission and style of management. Recommendations letters shall be issued to staff upon termination, resignation or dismissal.

* 1. Terminal Benefits

Caritas Kampala will pay the employee’s salary and severance pay for the days worked up to date of resignation or termination. All employees who resign from Caritas Kampala without giving required notice period or have worked less than six (6) months from the date when severance policy takes effect will forfeit any terminal benefits.

All employees who separate from Caritas Kampala as a result of disciplinary action may forfeit severance benefits.

**SECTION 5: CODE OF CONDUCT**

1. **Life Style:**

Caritas Kampala requires all the employees to conduct themselves in a responsible and Christian manner whether on duty or not. It is not very prudent to have a list of do’s and don’ts, rather the organization prefers to groom its employees into responsible Christians who own the policy document and live by it.

Employees shall not use Caritas Kampala for political or partisan interests. They are expected to relate with one another with utmost professionalism, courtesy and trust guided by Catholic principles and values.

* 1. **Dress Code**

Employees are expected to maintain a neat appearance and dress appropriately for their tasks. Employees must conform to the generally accepted Catholic standards as well as business-like dress code in their work locality.

Employees must convey professionalism to all who interact with Caritas Kampala and such attitude will inspire confidence. Work attire must be culturally sensitive to the sense of common decency in each local context.

* 1. **Loyalty**

Caritas Kampala expects all employees to fulfill their role with dedication to their functions and with loyalty, bearing in mind that the employer is a catholic education center which works in sometimes difficult circumstances under varying conditions. In recognition of employer’s no political and nonsectarian status, an employee shall not engage in any such activity that may impinge upon employer’s (1) mandate and /or reputation, (2) contractual agreement with its funding/donor agency and other partners.

* 1. Confidentiality

An employee is bound not to divulge any information about the employer’s activities where this may harm the implementation of those activities, unless demanded to do so duly by authorized officials’ representatives of the Uganda Government. Even in such an event, the employee should consult with the administrators of Caritas Kampala beforehand.

* 1. Sexual Harassment and Exploitation Policy

It’s the policy of Caritas Kampala to prohibit any form of sexual abuse, harassment, exploitation but not limited to any unwelcome sexual advance, request for sexual favors or any verbal or physical behavior of a sexual nature including the following:

* + - The submission to sexual advances as an explicit or implicit term or condition of employment and sexual advances by an individual which is used as basis for decisions affecting an employee i.e. promotion, transfer, recruitment, termination or rates to pay.
    - Conduct which has the purpose or effect of interfering with an individual’s work performance the operations of the organization or creating an intimidating, hostile or offensive work environment.
    - Sexual exploitation is similar to sexual coercion or manipulation. It includes all situations where a person in a position of power, authority or in control of resources seeks or accepts to provide protection, assistance or service in exchange for sexual exploitation can also occur through pressure and force or manipulation.
    - Any staff that may engage in any sexual activity with persons under the age of 18, regardless of what age the majority or consent locally may otherwise be and may result and pregnancy will be disciplined and the managing director will work in conjunction with the Board of Directors to see the measures of discipline that will be undertaken on this particular employee.
    - Employee behavior that are not tolerated and may result in disciplinary action include the following:
      * Undermining abilities based on sex, not work performance and unfair credit for work or not giving credit where it is due based on sex.
      * Harassing men or women by threatening their jobs or performance appraisals if they do not comply with sexual demands.
      * Any employee in a supervisory role who is informed of an alleged violation of these policies must, in consultation and conjunction with administration, Director and the Board takes immediate and appropriate action beginning with a thorough and confidential investigation of circumstances.
      * The investigation must be documented and submitted to the Director.
      * Submitting to sexual activities by staff both male and female, resulting in pregnancy before officiating marriage in church or by any other lawful means will result in immediate dismissal from work.
      * If sexual harassment activity is found to have occurred, such activity will not be tolerated a disciplinary action, up to and including dismissal of an employee who violates this policy will occur.
      * Treating all persons fairly and with respect, courtesy and dignity according to the international human rights legislation.
      * Any activity that contravenes to the laws of Uganda and the Caritas Kampala rules and regulations is strictly forbidden.

**SECTION 6: STAFF DISCIPLINARY PROCEDURES**

1. Purpose of the procedure

Caritas Kampala maintains disciplinary procedures to ensure fair treatment for employees. The organization has a responsibility to develop and administer disciplinary measures in a fair and consistent manner.

This procedure has been laid down by the organization and it is intended to enable the supervisors and administrators maintain satisfactory standards of conduct at work and to ensure that any employee against whom an allegation is made has the benefit of fair investigation, hearing, representation and decision. This procedure is intended to safeguard employees in respect to whom disciplinary action is considered and/or taken and management who are responsible for taking such action in disciplinary matters.

* 1. **The Operation of the Procedures**
* All employees have an obligation to conform to the organization’s policies, procedures, rules, regulations plus code of conduct and must recognize that, wilful and inexcusable violation of policies which apply uniformly to all employees.
* To the extent that the employee’s performance and behavior is not consistent with desired work standards, it is a supervisor’s responsibility to counsel an employee. Furthermore, it is his/her responsibility in conjunction with the administrators to discipline employees if an acceptable standard of performance is not achieved or if willful or inexcusable violations of the organization’s policies, procedures, rules or regulations occur.
* To be effective, disciplinary action should emphasize correcting the problem rather than punishing the offender. Such discipline should be done in a manner that will maintain an employee’s dignity and self-respect ad employees who engage in misconduct are liable for disciplinary actions which actions may range from verbal reprimand (warning) to dismissal, depending upon the seriousness of the misconduct or violation.
  1. Scope of the Procedure and Principals underlying the Procedure
* Caritas Kampala shall ensure that procedure shall be applied equally and fairly to all employees
* At all stages of formal hearing procedure, the employee has the right to a fair investigation of any alleged offence, hearing, representation and decision.
* The procedure shall be operated in two (2) stages but in exceptional circumstances, it may be necessary to commence the procedure at the second stage in the case of alleged gross misconduct, the first stage would be omitted.
* The two stages are :
  + Dealing with the problem under the formal procedure leading to an informal warning ( usually verbal)
  + Dealing with the problem under the formal procedure, leading to one of these:
    - The first warning shall be a written one and shall remain valid for a period of six months from the date of issue
    - A final warning shall be written if the employee commits a similar or any other offence that doesn’t warrant dismissal, he/she will be given a second warning, which will be in writing. The two warnings shall remain valid for a period of 12 months from the date of second warning.
    - Dismissal of an employee will occur if he/she repeats to commit a similar or any other offence during the period when the warning letters are still valid then he/she shall be summarily dismissed.
    - An employee who commits an offence under the category of gross misconduct may be dismissed, even if it is a first offence while employees who commit any offences and are in the category of employees on probation, temporary or casual employees shall be summarily dismissed.
  1. The levels of authority required for action under the formal procedures are indicated below

Action Lowest level with authority to act appeal

First written warning supervisor next level of management

Dismissal managing director in conjunction with the board of directors.

* 1. **Confidential Records**

The administration shall keep confidential the records of all stages of the formal procedures in the employee’s personal file. These shall entail a definition of the circumstances giving rise to complaint, all evidence presented and a record of the decisions reached.

When the employee’s conduct is cleared of the allegations due to unsubstantiated evidence, then all documents related to this matter must be removed from his personal file and the employee informed duly.

* 1. **How to conduct an informal procedure**
* If the complaint against a staff is considered minor by his/her supervisor, he/she will handle the situation without delay under the informal procedure. It should be made clear to the employee that the discussion is taking place under the informal stage of disciplinary procedure.
* In discussion with the employee, line managers will highlight the sor5t comings in conduct and invite him /her to reply.
* In the event that the line manager should find the staff to have fallen short of the required standards, it is important that he/she understands the action necessary to meet the standard in the future, the time scale for improvement and that if there is no improvement or a repeated or a different offence is committed, the next stage would be formal disciplinary procedure. The line manager will give an informal warning verbal and will make a note this effect, which shall copied to the director.
* It is important that the discussion does not turn into a formal hearing.
* All offences handled under the formal procedure shall be valid for a period of 2 months. If a similar or other offence is committed during the two months, the next stage applied to the employee will be handled under the formal procedure.
  1. Suspension of an employee pending an inquiry

For cases whereby the conduct of staff or the nature of allegation is such that it could be detrimental to the work or good of the organization for the staff concerned to remain at work the staff may be suspended with half pay of salary and if the employee is found without fault after suspension, he/she will be provided with a full salary for the month of suspension. Suspension of employee may be affected pending an investigation /inquiry. When this happens the reasons for suspension will be communicated to the staff and will be clearly documented in all cases whereby the staff is suspended, it will be put in writing within 3 working days of commencement of the suspension. This letter will be prepared by the administration in close consultation with the Caritas Kampala advocates and will indicate:

* Reasons for the suspension
* Specify the period of suspension
* State the suspension is without prejudice to the merits of the case
* Specify the procedure for appealing against the suspension.

An employee who is involved in misappropriation cases will be suspended without pay

* 1. Summary of dismissal

Summary dismissal will be affected where the employee has by his/her conduct indicated that he/she has fundamentally broken his/her obligation arising under the contract of service and /or the policies of the organization while cases of gross misconduct will attract a summary dismissal and the employee will forfeit notice and severance benefits and when staff commits a repeated or a different offence following a final written warning or gross misconduct, this may result into immediate dismissal . Dismissal shall be in writing. The Director in close consultation with the board of directors will write all dismissal letters.

* 1. Clarification of offence and disciplinary action taken

|  |  |
| --- | --- |
| **NATURE OF CONDUCT** | **CLASSIFICATION** |
| Lateness | Minor breach |
| Repeated lateness | Minor breach |
| Repeated lateness while written warning is valid | Misconduct |
| Negligence or carelessness resulting in injury to a person, loss or damage to property | Minor breach written |
| Injury to a person or property damage results to complete breakdown | Misconduct |
| Use of abusive language, harassment or insulting language, gestures to a colleague, superior, junior employee or any other person in the course of work | misconduct |
| Verbal threats and fist fights | Gross misconduct |
| Breach of confidentiality that affects the organization | Misconduct |
| Absenteeism without official leave for two consecutive days | Misconduct |
| Use of insults, rude and bad behavior or rumor mongering, character assassination | Misconduct |
| Reasonable and sufficient suspicion of having committed any civil or criminal offence | Gross misconduct |
| Involvement or knowingly failing to report a fraudulent act leading to loss/damage or misuse of the Caritas Kampala property/funds | Gross misconduct |
| Misappropriation or mismanagement of Caritas Kampala’s funds, making false claims or returns, forging or altering receipts, bids, quotes or other financial documents. | Gross misconduct |
| Drunkenness while at work in and around the Caritas Kampala premises or reporting to work drunk | Gross misconduct |
| Lawful arrest and detention for more than 21 work days | Gross misconduct |
| Insubordination which can be witnesses by more than 2 people | Misconduct |
| Failure to initiate and carry out impartial disciplinary or other policy action within reasonable time of 2 weeks after offence is committed | Gross misconduct |
| Sexual abuse/ harassment and assault | Gross misconduct |
| Failure to follow appropriate procedures to address grievances among or against any Caritas Kampala staff | Gross misconduct |
| Conflict of Interest | Misconduct |

* 1. Summary dismissal

The following matters may amount to gross misconduct and may lead to summary dismissal without notice.

* + 1. Willfully neglecting to perform ones duties consistently
    2. Disrespect for one’s supervisor evidenced in written or use of malicious language on one’s supervisor that can be witnessed by at least 2 other staff members
    3. The employee has already received three written warnings within the time when the 1st written warning is still valid
    4. Use of abusive / threatening or insulting language to any staff member of Caritas Kampala and clients.
    5. Fraud, theft, misappropriation and mismanagement Caritas Kampala funds, property and resources.
  1. Appeal

All employees shall have the right to appeal to any decision by which she/he feels affected. Any appeal has to be in writing, clearly stating the incident, problem, decision or other relevant details against which the appeal is being made, this appeal will be addressed to managing director unless he/she is the accused or implicated person.

**SECTION 7: EMPLOYEE GRIEVANCE POLICY**

1. Policy Definition

A grievance is a written request by an employee for the review of a problem or conflict that cannot be satisfactory resolved through discussions with the line manager.

Grievances generally are triggered by the employee complaining about employment conditions, relationships with other people or other causes of employment dissatisfaction. These procedures are developed to address imbalances and aims at a solution satisfactory to aggrieved and the accused persons.

* 1. Intent

Caritas Kampala’s objective in offering an employment grievance process is:

* To handle disputes and/or conflicts promptly and effectively.
* To reduce incidents of formal disciplinary action, termination and litigation,
* To improve employee morale, thereby maximizing effectiveness and helping to assure a high level of job performance and satisfaction.
  1. Stipulation

This policy will apply to all employees and will be followed in handling all employee grievances.

The organization is obligated to review only those grievances initiated in writing by the employees within 14 days of the circumstance (s) that caused the grievance. There is no penalty to the employee for using this process. Grievance records will not be maintained in the employee’s (grievant) personnel file and no mention of the grievance will be included in the employee’s performance review.

* 1. Grievance procedure

Prior to the filing of the written grievance, an honest attempt should be made by an employee to resolve the problem through discussions with the supervisor. This is mandatory subject to the nature of grievance, the supervisor may be able to deal with the matter directly where this is not possible, and the supervisor should forward the details of the grievance to the administration manager. Employees are advised to retain a copy of their grievance.

The administration manager and the supervisor should investigate the grievance and reply in writing to the employee as soon as possible. If necessary a meeting should be called involving the employee and the accused. If the circumstance warrants the need for witnesses, they may attend such a meeting to offer clarity. The outcome of any meeting between supervisor and employees in response to a grievance should be.

Where the employee(s) remains following receipt of a formal written response from the administration Manager the matter may be referred to the disciplinary committee. Members of the disciplinary committee shall include: the Director, Administration Manager and the supervisor of the employee. Any such appeal should be lodged in writing to the committee within 14 days of receiving notice of decision. If the accused person is a member of the disciplinary commit, he/she will be required to abscond from the hearing of this case.

The director shall determine based on the written submission to either seek audience with the aggrieved parties to resolve the conflict or refer the matter to the committee for decision-making and after decision making, the managing director will forward it to the board of directors for approval.

Every effort will be made to deal with a grievance as quickly as possible. If this appears at any stage in the process, the grievances cannot be resolves within seven days; the committee should acknowledge receipt of the grievance and then make progress where possible. If no response has been received within two weeks, the employee is entitled to request that the grievance be taken to the next level of the procedure. The time limit may be amended by mutual agreement.

**SECTION 8: HIV/AIDS WORK PLACE PLOLICY**

**8.0 Objectives**

The Caritas Kampala HIV/AIDS Workplace Policy is intended:

* To minimize the possibility of HIV infection for staff and their partners and dependents.
* To ensure a supportive work environment for staff infected and affected HIV/AIDS as we manage and mitigate the impact of HIV/AIDS at work place.
* To eliminate stigma and discrimination in the workplace on the basic of real or perceived HIV status, or vulnerability to HVI infection.

**8.1 Definitions**

Adult” is defined as person aged 18 years or older, and an adult dependent is a person who is a person in a legally recognized relationship (married) with a staff person.

Child dependent

Child” is defined as person less than 18 years of age, and a child dependent is either the biological or legally recognized child of a staff member.

HIV-related information

HIV-related information’ includes information that someone:

. May have HIV/AIDS

. Has been asked to have an HIV test or has been counseled about having a test for HIV/AIDS

. Is receiving or has received treatment or counseling which suggests he or she may have HIV/AIDS

. May have had experiences which put him or her at risk of contracting HIV/AIDS.

. Has a close association or relationship with someone living with HIV/AIDS

HIV screening

HIV screening ‘means any measurement of potential or actual HIV infection, whether direct (HIV testing), indirect (assessment or risk-taking behavior) or asking questions about tests already taken or about medication.

Reasonable accommodation at work place

Reasonable accommodation’ means any modification or adjustment to a job or to the workplace which is reasonably practicable and which will enable a person living with HIV or AIDS to have access to, or participate or advance in, employment.

**8.2 Responsibility for implementation**

The Managing Director has responsibility for the implementation of this policy at The Caritas Kampala level and ensuring that this policy is properly distributed in the office, and that every employee has personally received a copy of the policy. New employees will receive a copy during the induction /Orientation Procedure.

**8.3 HIV screening, recruitment and employment**

. The only medical criterion for recruitment is fitness to work. HIV infection does not, in itself, constitute a lack of fitness to work.

. There is no obligation on applicants or staff to inform The Caritas Kampala of their HIV status.

. HIV screening will not be required either as a condition of recruitment or for continuation of employment, unless required by law ( e.g. for duty travel outside Uganda).

**8.4 Confidentiality**

. The Caritas Kampala encourages a supportive work environment in which staff can discuss HIV/AIDS openly, including their own experience living with HIV/AIDS. Where staff discloses that they or their dependents are living with HIV/AIDS, the confidence will be respected with regard to the circumstances in which the information was shared. If there is any doubt, the person living with HIV/AIDS should be consulted before further disclosure takes place.

. HIV-related information relating to applicants for employment, staff or dependents will be kept strictly confidential, and be kept only on medical files.

. Staff, consultants, interns, and volunteers working for The Caritas Kampala shall sign a confidentiality agreement, and shall be informed that the unauthorized disclosure of HIV-related information is a disciplinary offence. It may also lead to legal proceedings against the person who disclosed the information and The Caritas Kampala will help support the staff in this process to this regard.

. With the voluntary and informed consent of the person concerned, HIV-related information may be disclosed strictly as ne necessary for the purposes of recruitment or assignment of staff living with HIV/AIDS where the description or task identifies this qualification. The Administration Manager will notify applicants of any legal requirements for HIV screening, as well as recommended or required health precaution and vaccinations and will reimburse the cost for such counseling if it is not otherwise available free of charge.

**8.6 HIV prevention**

The Caritas Kampala will provide staff with sensitive, accurate and up-to-date information to enable them to protect themselves from HIV and other sexually transmitted or blood borne infections.

. In places where the blood supply is not secure, The Caritas Kampala will provide information to staff as to where safe blood, sterile needles as syringes can be obtained.

**8.7 Occupational or other exposure**

. In the case of accident involving the risk of exposure to human blood, universal precautions shall be used to ensure there is no risk of transmission of HIV or other blood borne infection.

. The Caritas Kampala shall develop procedures for immediate referral for counseling, assessment and medical treatment ( with post-exposure prophylactics, where appropriate) staff or dependents exposed to the risk of HIV infection (e.g. Through accident or sexual assault), whether in the work place or elsewhere.

. Reasonable paid time off will be provided for counselling following occupational or other exposure.

**8.8 Information and training**

. The Caritas Kampala will provide information and training on the work place issues raised by the epidemic, or appropriate responses, and on the general needs of people living with HIV/AIDS and their careers.

. Such information and training will be gender sensitive, as well as sensitives to race, disability, and sexual orientation and such information will include the availability of local support of organizations for people living with HIV/AIDS, and other affected communities.

. As far as practical information and training will integrated into existing education and human resources policies and programs as well as occupational safety anti-discrimination strategies, staff training on HIV/AIDS will take place during paid working hours and attendance by all staff including senior staff shall be considered as part of work obligation.

. Managers and supervisors will be trained on implementation of policy.

**8.9 Reasonable accommodation**

The Caritas Kampala may reasonably accommodate the special needs of staff living with, or directly affected by, HIV/AIDS on a case-by-case basis.

. Reasonable work place accommodation may include flexible working hours and time off for counselling and medical appointments, extended sick leave, transfer to lighter duties, part-time-work, and return-to work arrangements.

**8.10 Termination of employment**

. HIV infection is not a cause for termination of employment and staff with HIV-related illness will continue in employment as long as they are medically fit or available, appropriate work.

. In the case of termination of employment due to extended illness, staff with HIV/AIDS will be accorded and the same benefits and conditions as apply to termination due to other serious illnesses.

**8.11 Gender dimensions**

.The Caritas Kampala acknowledges that HIV/AIDS impacts on male and female staff differently and this includes the recognition that women normally undertake major part of caring for those with AIDS-related illness, and that pregnant women with HIV have additional special needs.

**8.12 Counseling, grievance and disciplinary procedures**

The Caritas Kampala will provide information to all staff on where HIV-related advice, counseling and referral can be found outside the work environment. An Administrative staff person will be available in the case where a staff member can seek confidential advice, counseling and referral on HIV-related matters.

Disciplinary proceedings may be commenced against any employee who violates this policy.

**8.13 Revision and monitoring**

This policy will reviewed on a regular basis, using the following indicators:

. Absenteeism

. Sick leave

.Early retirement

.Mortality rate

**SECTION 9: TRAINING AND DEVELOPMENT**

The Caritas Kampala recognizes that training and development programs improve individual and organizational performance and help the organization achieve it overall goal. Staff shall therefore develop with their supervisors, plans to enhance skills and prepare continually involving responsibilities in their positions.

The Caritas Kampala plans on holding various trainings and workshops to improve on staff capacities to serve better and most of these shall be work related training programs.

Since professional development is part of all employees performance expectations, supervisors shall plans for and allow release time from work for training programs determined to be mutually beneficial for employees and Caritas Kampala and therefore regardless of experience, educational background, or job title.

Release time shall not exceed 2 months and shall only be given with authority of Supervisors and Managing Directors.

**9.0 Study leave:**

Study leave is applicable to employees who are pursuing educational courses and may take up to 5 work days per year. The employees must complete a leave request for their supervisor’s approval in advance of taking leave.

Financing and Accounting

1. Policy Statement

Caritas Kampala continued service depends on its ability to safeguard and manage effectively and efficiently all donor funds (including locally generated income) entrusted to it. Central to this goal is a sound structure of financial management and control to maintain both integrity and confidence.

This document describes the guidelines for ensuring accountability for effective and efficient use of funds to give management accurate, complete and timely financial information.

Its implementation is essential for the successful delivery of caritas kampala services to conduct its activities morally, ethically, and in the spirit of public accountability and transparency, and in conformity with applicable laws and regulations and practices common with responsible organizations.

The ability to provide accurate, complete and timely financial information enables compliance with the rules and regulations of donors and other partners reporting requirements, as well as adhering to generally accepted accounting principles (GAAP). This information also assists management to plan and coordinate their project effectively.

This manual has been designed to suit specifically the accounting and financial management practices at CK Office, and the general principles and essential features are applicable to all resources no matter their source.

The principles and suggested procedures reflect systems currently in operation, or being implemented by CK Office. Any deviations from adhering to the procedures contained in these guidelines by CK Office staff should be in writing and approved by the project management committee.

These guidelines were adapted from the caritas fraternity manuals and should be used in conjunction with other policies and procedures that may be specified from respective donors.

**Purpose**

The purpose of this manual is to provide overall guidance on management, finance, accounting and procedures, setting up the standards policies and operation systems. It is to be used across CK Office operations to guide the handling of finance functions, procedures and reporting requirements which must be followed by all office employees.

As the transactions of CK Office evolve, diversify and increase, this document must remain relevant, therefore it is critical that CK Office management annually review and revise it as needed.

It is this policy of CK Office to:

* Providing a reference for financial practices
* Establishing performance standards required by the staff
* Consolidating internal controls
* Ensuring accountability and transparency of operations
* Optimizing the use of resources, controlling waste and abuse
* Ensuring proper reporting standards in conformation with best practices, assisting stakeholders and funders expectations.

A core aspect of the production of this manual is to establish an internal control framework over important aspects as follows:

1. **Authorization:** Transactions must be authorized to ensure that they are processed according to the organization’s policy and regulations.
2. **Approvals:** Recorded transactions must be approved to ensure that they conform to specific criteria.
3. **Segregation of duties:** Transactions must be handled by at least two people in the office, to inhibit errors or manifestation of irregularities in the course of accomplishment of duties. Therefore, no one employee has sole control over cash receipts, disbursements, payroll, reconciliation of bank accounts, etc.
4. **Safeguard access to and use of assets and records:** An asset register must be organized and maintained, including the physical counting of assets, stocks and property of the office to protect against physical harm, misuse or unauthorized access. This includes the description of the item, date of purchase, price or fair value of the item and its location.
5. **Management and accounting controls:** Checks on the validity, accuracy and completeness of processed data must be regularly performed.
6. **Organizational controls:** The Caritas Kampala Office plan/chart shall define responsibilities and reporting line to its staff and any other person involved in the project activities.

2. The Finance and Administration Sector

The Managing Director is in charge of supervising all staff officers and operations of CK Office, under the supervision of the Coordinators. Expenditure below UGX 1,000,000 can be approved by the Coordinator/Department Head Managing Director with the endorsement of the Office Coordinator, whereas any transaction above this amount must be approved by the Director, alongside budgets, procurement and financial reports.

2.1 Finance and Accounting Responsibilities

The general functions and responsibilities of Finance and Administration sector are:

* Ensure that adequate finances are available for the routine office operations
* Timely and accurate recording of all financial transactions
* Advise on all financial related aspects, including but not limited to cash planning, budgeting and investments
* Prepare annual budgeting
* Provide periodic management information for control and decision making
* Custody, management and control of assets and records
* Organize reports for the Project Management Committee to be submitted to the Director and to the Board.
* Preparations and maintenance of proper statutory and financial books of account
* Organize financial statements regarding financial position, statement of comprehensive income, statement of cash flows and any other necessary information
* Ensure proper procurement planning and implementation
* Advise management on cost control strategies
* Ensure compliance with the Ugandan Laws

2.2 Financial Reporting

The accounting and reporting process shall conform to the following process and procedures:

* Transactions shall be recorded at the time they occur, or processed at the end of the day.
* Transaction processing will be automated to avoid errors and inaccuracies
* Transactions must be supported by appropriate vouchers, receipts and requisitions
* Maintain proper book of accounts to track expenses, assets and obligations
* Keep appropriate filling of documents
* The records shall be organized in Uganda Shillings
* All costs incurred should be allocated to projects, and its activities or benefits can be distributed reasonably to that specific project.
* Foreign currency transactions relating to income and expenditure shall be recorded at the ruling rates on the transaction dates while be recorded at the ruling on the transaction dates while the balance items will be translated at the closing rates.

2.2.1 Monthly Financial Reports

* Monthly financial statements will be prepared at the end of each month by the office accountant stating the financial position and statement of cash flows, whose accuracy of records will be verified by the Project coordinator. If any error is detected, they will be corrected before the period closure process.
* Any committed expenditures not yet paid for in cash shall be recorded as accrued expenses at the month end.
* Bank accounts will be reconciled and any petty cash held at the end of the period shall be verified and a petty cash certificate signed by the Project coordinator. The monthly financial reports include cash book, budget summary, expenditure summary and bank reconciliations.

2.2.2 External Reporting

The accounting staff will be aware of all donor reporting requirements, including deadlines and will ensure that all such reports are submitted to the project coordinator at least 5 days before the reporting deadline and are ready to be submitted to the donor.

3. Budgeting

* The organization of a budget must be pursued to attain an objective, in preparation and approval prior to the realization of an activity plan.
* Budgets will be prepared together with the project managers and then presented to the Director for approval for the fiscal year.
* The budgets will provide a financial overview for the office and also by analysis per funder, giving an indication of which funder is funding which costs.

3.1 Procedures

3.1.1 Planning, Approval, Review and Performance

* The finance sector shall host a pre-budget meeting where the previous financial results shall be discussed as well as the budget assumptions for the following period.
* The responsible staff for each area or projects must prepare the forecast for the activities which will be analyzed by the finance sector.
* The management shall review the consolidated budget for consideration and subsequent approval.
* Upon approval, budgets are implemented and should be regularly reviewed against prevailing conditions to ensure that those budgets are realistic.
* In cases of budget amendments, a report shall be submitted for supplementation, whose procedures of approval shall be similar to that for the original budget.
* A consolidated monthly budgetary performance report should be organized, and any variation in value and percentage must be explained and corrected whether necessary.

3.1.2 Budget Activities

* Each unity or project will come up with its detailed activity plan for each key result area that will be the source document for all the other budgets
* The plan will indicate the activity classified under the relevant strategic objective, the budget and the timing as well as the person carrying out the initiative
* The finance sector will produce the consolidated activity plan and budget
* A meeting with all staff under the Caritas Kampala Office shall be held to discuss the consolidated budget
* Once the budget is finalized, the finance sector will submit the consolidated activity plan, budget summary and the individual activity plans to the head of the office for review and approval.
* The expenditure incurred for each budgeted activity of respective areas or projects shall be tracked on a monthly basis and reported using the monthly budget report.

4. Payments

The objectives of a good payment procedure are to ensure that disbursement of money is and can be proved to be legitimate and transparent and in accordance with the budget.

Accounts staff should ensure that the details from the source documents are processed correctly in the cashbook. Each disbursement will be supported by:

* Payment requisition form authorizing payment signed by at least 3 authorized signatories
* Cheque payment voucher form
* Cash payment voucher form in case moneys is from the petty cash
* Completed cheque signed by authorized signatories, in which Caritas Kampala Director is the main signatory
* Acknowledgment form in case of the absence of invoice/receipts
* Supporting invoice
* Photocopy of the cheque used for payment attached to the transaction documents
* Other independent source materials.

4.1 Payment Procedures

The following practices will be applied to achieve this objective:

* All payments should be authorized by the Caritas Director or project coordinator.
* When an invoice is received, it shouldbe matched with the payment requisition form and checked for calculations and depending on the correctness, a payment voucher will be raised.
* The responsible staff should ensure that all procedures and checks have been followed and all supporting documents are attached before a payment is made.
* Payments should be posted promptly to the cashbook.
* A payment requisition form represents an essential means of supporting and explaining a payment, providing evidence that the necessary approval was given and procedures followed before making a payment and that voucher number and order are available for future reference.
* Additional documentary evidence will be required under expenditure such as workshop allowance, training allowance and field visits. Some of the evidence needed will include:

1. Workshop allowance - signed attendance list, showing the amount paid to each participant, names and signature.
2. Training allowance - name of the training institute, rate per period and amount paid to the candidate, duration of the course and passport/identification number of the candidate.
3. Field visits- authorized signature of the field visit by the project manager, amount paid, name and signature of the traveler. It is recommended the amount be given to the officer travelling as a travel advance to be accounted for on return.

4.2 Cheque Issuing

* Cheques should not be written until the payment voucher has been authorized.
* The drawn cheque should be sent for signing with the payment voucher and others supporting documents.
* Cheques shall always be signed by at least three authorized signatories and should always be closed unless there are compelling reasons for opening them.
* Changes in the authorized signatories require the approval by the Chancery’s office.
* Notification of change of signatories (adding or removing) must be communicated to the bank in writing, and the letter must state the reasons. A Copy of this letter will be kept in the project’s file for future verification. A copy of all bank correspondence letters should bear the bank’s stamp (and date) as a confirmation of receipt.
* Where a cheque has been written and for various reasons it has to be cancelled, the cancelled cheque shall be filed and the word “cancelled” shall be written on the face of the cheque.

4.3 Banking

* All requests to open other bank accounts should be approved by the Caritas Director.
* Each major donor should have a separate dedicated bank account.
* A register of all the bank accounts should be maintained and kept up to-date by the accountant.
* Bank reconciliations should be done on a monthly basis and these must be duly signed for by at least two different people.
* All bank accounts shall be reconciled with bank statements by the accountant, who prepares bank reconciliation statements, indicating the date of preparation and evidence of this procedure by signature.
* A designated officer shall periodically review all bank reconciliation statements. The reviewer shall sign and date the bank reconciliation statements as evidence of review.

4.3.1 Bank reconciliations

* Ensure that all bank statements for each bank account are at hand before attempting the reconciliations
* Details from the source documents are processed correctly in the cash book to minimize time spent on the bank reconciliation
* References on the cash book must be consistent with those that appear on the source documents
* Journalize bank debits/credits in the same month they occur
* Review outstanding cheques older than three months
* Use reference appearing on the bank statement to cross-reference outstanding items on the reconciliation
* Investigate long standing items on the reconciliation and if necessary write back items that are not likely to be cleared (cheques that are outstanding for more than 6 months are regarded as stale and must be reversed)
* Once the reconciliations are complete, they should be signed off at least by the accountant, paying particular attention to long standing deposits and cheques if any.
* Bank statements must be filed together with the bank reconciliations
* Bank reconciliations should be written in ink and not pencil to minimize erasure.

4.3.2 Review and Follow up actions

The bank reconciliation statements shall be reviewed and approved by the person responsible for the finance unit, who shall:

* Ascertain that the reconciliation is supported with a list of outstanding cheques;
* Review the reconciliation and seek explanations for any significant or long outstanding items;
* Ensure that proper adjusting entries have been made,
* Check that follow up letters in respect of unidentifiable items have been written to the banks
* Check that the banks have attended to follow up letters.

5. Cash Payments

5.1 Petty cash

* CK Office shall maintain a petty cash float of not more than UGX 2,500,000 to be operated by a designated official at the office.
* The petty cash shall be kept in a locked money safe.
* Single payments should not exceed UGX 500,000 any payment above of this amount will be paid for by cheque.
* Cash is disbursed only with receipt or prior approval. It will be reimbursed when necessary throughout the year and at the end of the fiscal year.
* Replenishment of the float shall only be made upon full accountability of the spent amount with a check request through a requisition form and this will be done whenever 75% of the float has been used.
* The official responsible for the finances shall check the impressed fund periodically to ensure that it is appropriately managed as per the guidelines.

The officer/book keeper will be responsible for:

1. Preparing the petty cash voucher
2. Maintaining a petty cash register that records all petty cash transactions
3. Filing all supporting documentation for petty cash transactions
4. Reimbursing the petty cash float

5.1.1 Petty Cash Management

* The book keeper should ensure that all petty cash vouchers are sequentially numbered and show the amount disbursed purpose of disbursement and signed by both the accountant and recipient
* Receipts and any refunds of petty cash should be handed back to the bookkeeper within a day of the initial disbursement
* Receipts and approved petty cash vouchers should be attached together as evidence of the transaction
* The petty cash box should be kept in a safe place with access restricted and only allowed to the responsible person
* There should be no IOU (I Owe You) in the petty cash box and if this occurs, the petty cashier should be sternly warned in writing and reprimanded if an IOU found in petty cash again
* After the petty cash request, a petty cash imprest voucher should be prepared and approved prior to effect payment
* After payment, all petty cash documents must be cancelled with a “PAID” stamp or signed off by the bookkeeper.
* There shall be maintained a petty cash book in which all receipts and disbursements are recorded

Procurement

1. Policy Statement

The Caritas Kampala Office has the responsibility of optimizing the use of its resources, ensuring that goods and services acquired are done in an efficient, fair, and economic manner while complying with high standards and best practices. CK Office shall aim to follow required standards to achieve sound operations management, reassuring funders, partners, cooperatives and other stakeholders that the office is working effectively.

This policy has been organized to provide information and direction to all CK officers, setting in place the guidelines to govern the procurement of supplies, equipment and other services needed. The process shall focus essentially on the CK Office interests, whereas seeking to build mutually beneficial and ethical supplier relationships.

**Purpose**

The purpose of this guideline is to enable the most comprehensive participation of suppliers in the procurement of goods and services for the CK Office, ensuring transparency of transactions whilst achieving quality of services, supplies and works that deliver the best value for money.

It is the responsibility of all office staff to adhere to the instructions contained in this document. This policy shall be reviewed and complemented as required to meet the needs and conditions of the development of the new structures of the office.

1. Procurement Procedures

Procurement Policy is based on the principle of assuring the most cost efficient and rational use of resources for goods or services that will best serve the organization in both the immediate and long-term:

* The policy shall also ensure that procurements are conducted in a manner to provide open and free competition to the maximum extent practical.
* Staff should be alert to organizational conflicts of interest as well as non competitive practices among suppliers that may restrict or eliminate competition or otherwise restrain trade.
* Awards should be made to the bidder or offer or whose offer is responsive to the solicitation and is most advantageous to the recipient with price, quality and other factors being considered.
* Procedures to avoid unnecessary purchases or duplicate items should be in place at all times:

1. No CK officers, other Caritas staff and Board should participate in the selection or award of a contract if a real or apparent conflict of interest is involved.
2. A conflict of interest originates when an employee or any member of his/her immediate family, member of the Board or associate, has some interest, economic, personal or business.
3. The office should ensure that only contracts with responsible parties are made.

* Where a particular supplier has been selected based on the most cost effective and efficient, in terms of quality, capacity, timeliness and price competitiveness; comparative invoices for exactly the same goods and services shall be done on a yearly basis to determine the eligibility of the preferred supplier. Normally, the bidder offering the lowest bid will be selected as the supplier. However, if there are specific reasons why the lowest bid is not recommended, this justification needs to be documented on the bid comparison.

1. Procurement Guidelines

The CK finance sector is responsible to conduct the procurement for all purchases to ensure competitive processes are carried out under the following guidelines:

|  |  |  |  |
| --- | --- | --- | --- |
| ***Procurement Type*** | ***Value UGX*** | ***Method*** | ***Authorization*** |
| Goods &supplies | Below 1 Million | Single sourcing | Office Coordinator/Project Management Committee |
| 1 - 20 Million | 3 Quotations | Project Management Committee |
| 20 Million + | Tender process-minimum 3 suppliers | Project Management Committee |
| Services including workshops/seminars | Below 5 Million | Single sourcing | Project Management Committee |
| 5 - 20 Million | 3 Quotations | Project management committee |
| 20 Million + | Tender process-minimum 3 suppliers | Project Management Committee |
| Consultancies | Below 10 Million | Single sourcing | Project Management Committee |
| 10 - 30 Million | 3 Proposals | Project Management Committee |
| 30 Million + | Tender process-minimum 3 suppliers | Project Management Committee |

**Note:**

* For purchases of goods and services between UGX 500,000 - 1,000,000 at least one quotation is required. However, the best procurement practices state pursuing a minimum of 3 quotes. Therefore, it is advisable to CK officers to collect three quotations filling in the form with a detailed description of name of providers, contact details and the exact description of the products to be submitted to the Project Coordinator for approval.
* When the estimated value is over the local equivalent of UGX 1,000,000, three written quotes must be obtained and the project management committee shall choose the best quotation. If more quotations can be easily obtained, it is advisable to do so.
* The following documents are required for individual procurement:

1. Purchase request
2. An appropriate number of estimates/quotes from different suppliers
3. Purchase order
4. Invoice
5. Receipt

* Only goods and services specified in the approved project’s budget can be procured. Any other procurement shall need written authorization from the project management committee with minute’s records and funding agency/donor where applicable.
* When competitive bids or offers are not obtained, justification for lack of competition should be given.

3.1 Purchase Request

A Purchase Request, specifying the identified good(s) or service(s) requested, must be completed by the project team and submitted to the approval of the Director, where it is under UGX 1,000,000, and to the Project Management Committee for purchases above this amount. These will be later submitted to the responsible officer with all appropriate supporting documentation for payment.

3.2 Purchase Order

* The approved purchase requisition and quotation from the selected supplier are submitted to the responsible staff officer for the completion of a purchase order.
* The original purchase order is submitted to the supplier to confirm the order, as required. One copy is kept by the department that made the order.
* A copy remains with the accounts officer pending full payment and delivery of the good(s) or service(s). Only after receipt and inspection of the goods is the purchase order together with support documentation (invoice, delivery note) submitted to the accountant for full or final payment.

3.3 Consultants / Independent Contractors

A consultant is a self-employed, independent contractor for whom CK Office has no legal obligation to withhold taxes or pay benefits. Consultants are considered to be local contractors, rather than office employees, and as such are not eligible for payroll or regular staff benefits.

3.3.1 Hiring Process

* Key consultants may be named, along with the daily rate and the scope of work, in the proposal and final contract with the office.
* If the name of the consultant, daily rate and scope of work are not stated explicitly in the contract, it may be necessary to request hiring approval from the funding organization before entering into an agreement with the consultant (it is important to refer to the contractual arrangement with the donor to determine if approval is necessary).
* For consultants, a rate should be negotiated according to the terms and conditions of the contract and based on the information collected. The consultant daily rate will be based on factors such as:

1. Previous earning history
2. Market rate for comparable service
3. Level of responsibility and
4. Complexity of assignment

* A current and certified salary history must be provided by the candidate. Generally, a 5% increase over a previously obtained rate is provided, if the consultant has worked at that rate for a significant amount of time, such as over 12 months.
* Once the consultant’s rate has been negotiated and approved, a consultant agreement and work order stating the scope of work, duration of assignment, and daily rate of pay must be drafted and approved by the Procurement Committee.
* Consultants are not entitled to receive any rights, privileges, benefits, or allowances from the CK Office except as provided in the consultant agreement.
* The consultant agreement must be signed by both the project coordinator and Director.

**3.3.1.1 Review/Approval Required**

* If required by the donor, consultants must be approved by the sponsoring agency before being hired by the office.
* Approvals may also be required for consultant candidates, scopes of work, and/or daily rates. It is the Project Management Team responsibility to determine what approvals are required from the donor and ensure that they are secured in writing before the consultant can begin work.

**3.3.1.2 Contracting and Payment Procedures**

* Consultants are required to submit a fee payment request (or invoice) that specifies the number of hours/days worked. The approved daily or monthly rate, and the description of activities.
* The request (invoice) must be reviewed and approved by the Project Management Committee.
* CK Office pays consultants in accordance with the terms and conditions of the agreement, typically up to a maximum of 8 hours per day and 5 days per week, unless otherwise authorized in writing by the donor and/or agreement with the donor.

**CARITAS, JUSTICE AND PEACE**

Appendix

**ARCHDIOCESE OF KAMPALA**

**P.O.Box 14125, Mengo Kampala**

**Tel: 256 392176443**

**Project: ………………………………………………………………………….**

**SUPPLIER SELECTION CHECKLIST**

The following checklist must be considered before selecting a supplier, in complement to the background information.

How many years has the supplier been trading?:

Is the supplier pricing competitive?

What are the payment terms for this supplier?

What is the return policy for this supplier:

Does the supplier provide warranties, guarantees etc.? :

Are the suppliers representatives knowledgeable of the products/ services and industry?:

Is there an alternative to this supplier, has the alternative supplier been considered?:

What are the delivery services of the supplier?

Has a credit check been undertaken for the supplier?

Has the [personal property securities register](http://www.ppsr.gov.au/Pages/ppsr.aspx) been reviewed?

Has the supplier been trade checked?

**CARITAS, JUSTICE AND PEACE**

**ARCHDIOCESE OF KAMPALA**

**P.O.Box 14125, Mengo Kampala**

**Tel: 256 392176443**

**Supplier Quotations Sheet (UGX 500,000 – 1,000,000)**

|  |  |
| --- | --- |
| **Date (s) of quote/contact\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Supplier name and address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Name and telephone no. of contact: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Description of item: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Price quoted:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Type of business: \_\_\_ Lg. Business\_\_\_ Small Business \_\_\_ Women Owned \_\_\_Small and Disadvantaged Business .** | **Date (s) of quote/contact:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Supplier name and address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Name and telephone no. of contact: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Description of item: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Price quoted:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Type of business: \_\_\_ Lg. Business\_\_\_ Small Business \_\_\_ Women Owned \_\_\_Small and Disadvantaged Business.** |
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**CARITAS, JUSTICE AND PEACE**

**ARCHDIOCESE OF KAMPALA**

**P.O.Box 14125, Mengo Kampala**

**Tel: 256 392176443**

**BID Comparison for purchase of items over UGX 1,000,000**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Please provide at least three (3) written quotes for each item to buy and attach it to this bid comparison | | | | | |  |
| Please note that the quotes need to be the same item (same specifications for the 3 different suppliers) **Attach Quotes** | | | | | | |
| In the last column, please add up all recommended supplier amounts per item. If more space is needed, add more rows | | | | |  |  |
| **If you are choosing the vendor who is not the cheapest, please provide valid explanation for the selection below** | | | | | | |
|  | | **Item** | **Quote 1** | **Quote 2** | **Quote 3** | **Recommended Supplier** |
|  | | Enter supplier names >>>>> |  |  |  | **Cost (list currency)** |
| 1 | |  |  |  |  |  |
| 2 | |  |  |  |  |  |
| 3 | |  |  |  |  |  |
| 4 | |  |  |  |  |  |
| 5 | |  |  |  |  |  |
|  | | Total amount required (list currency): |  |  |  |  |
| **Motivation for quote (if recommended quote is NOT the cheapest):** | | | |  |  |  |
|  | |  |  |  |  |  |
| **Requested by (name):** | |  | | **Date:** |  |  |
|  | |  | |  |  |  |
| **Verified by:** | |  | |  |  |  |
|  | |  | |  |  |  |
| **Authorized by:** |  | | |  |  |  |

**CARITAS, JUSTICE AND PEACE**

**ARCHDIOCESE OF KAMPALA**

**P.O.Box 14125, Mengo Kampala**

**Tel: 256 392176443**

**Supplier Selection MATRIX - Best Value Basis**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project:** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Solicitation:** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Date:** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Evaluation Criteria** |  | **Vendor 1** | **Vendor 2** | **Vendor 3** | **Vendor 4** | **Vendor 5** |
|  |  |  |  |  |  |  |
| Technical Approach |  |  |  |  |  |  |
| Past Performance |  |  |  |  |  |  |
| Company Capabilities |  |  |  |  |  |  |
| Proposed Staff |  |  |  |  |  |  |
| Price (in dollars/local currency) |  | $ | $ | $ | $ | $ |
| Price (comparative point determination) |  |  |  |  |  |  |
| Other: |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Total Score** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Maximum Score Possible: pts | 100 | **Source Selection Justification:** | | Selection is based on best value through an evaluation of the | | |
| Score Breakdown: |  |  |  | proposals against the criteria as compared against all offers. | | |
| Technical Approach | 35 |  |  | Offer or with the highest point score selected. | | |
| Past Performance | 10 |  |  |  |  |  |
| Company Capabilities | 20 |  |  |  |  |  |
| Proposed Staff | 10 |  |  |  |  |  |
| Price | 25 |  |  |  |  |  |
| Other: |  |  |  |  |  |  |
| Total: | 100 |  |  |  |  |  |

*\*\*Note: Evaluation categories and points breakdown can be changed for each solicitation, depending on what factors that are considered for that particular solicitation and level of importance. Price, however, must always be included as an evaluation category.*

Transport

1. Policy Statement

Moving equipment poses a great risk to the health and safety of the user, as well as to members of the general public, if it is not transported correctly and safely. CKC Office therefore must ensure that the risks to which the users may be exposed are minimized, as far as is practicably possible.

This policy establishes a framework in which transport services will be arranged to attend the office activities, balancing the constraints that sometimes exists between safety, the time spend travelling and the most cost effective options for using CK Office resources.

**Purpose**

The purpose of this policy is to provide clear guidelines that comply with the office requirements, promote safe travel, and allow for reasonable travel costs whilst being accountable for the all expenses.

This document shall be reviewed according to the needs and progress of office activities.

It is the responsibility of all office staff to adhere to the instructions contained in this document.

1. Mode of Transportation

CK Office currently relies on public transport travelling through the use of taxis, boda-bodas and hiring a vehicle. Being that CK has no institutional vehicle but relies on project vehicles. However, it envisages acquiring a vehicle in the future to facilitate its operations as the project activities supporting the beneficiaries in the field will increase. This policy presents the guidelines to be followed at all times by all staff when transport services are required.

2.1 Using Taxis (Public Transport - vans)

Taxis are the most economic way of travelling around Uganda, though their use is limited due to the constraints of transport integration systems, traffic jams and lack of infrastructure. Taxiscannot be accessed at one’s convenience due to the transport service provider’s schedule. They follow specific routes and sometimes is required the use of more than one taxi to reach the destination, or the use of boda-bodas to make the connections, incurring time delays in accomplishing the officer’s task. In addition, taxis cannotuse any shortcuts available to avoid taxi jams in rush hours, a frequent challenge in the Uganda setting. Hence, despite the costs benefits of this means of locomotion, its use shall be restricted to schedule destinations and hours in which time can be saved and traffic jam can be avoided.

Expenses for the use of this transport means shall come from the petty cash, in a form of advance or reimbursement of the user.

2.2 Motorcycle Taxis (Boda-bodas)

The use of boba-bodas can be beneficial as they travel anywhere, anytime and can reduce time spent in traffic jam in peak hours. However, this transportation mode is highly risky in Uganda, as the sector is unregulated, and therefore most of drivers operate in an informal way. The majority of boda-boda riders lack road safety training or ignore the instructions. This results in the adoption of dangerous practices such as weaving through the traffic, driving on sidewalks or going against the flow of traffic, exposing all travellers to serious risks and the threat of accidents. For this reason, and although boda-bodas offer extensive coverage, its use by CKC officers shall be very restricted to situations in which time pressure makes their use indispensable, especially when moving around the Kampala city center.

The office shall maintain a preference list of a few service providers’ that attend to a standard of accepted safety conditions for the use of this means of transport.

2.3 Hiring a Vehicle

However, the advantages that taxis and boda-bodas may offer - especially due to the low cost benefits attached to them - in light of the challenges previously described, the CKC Office shall prioritize privately hired vehicles as a major transport mode for the use of the staff officers.This mode of transportation is very costly in Uganda, considering that the selected providers are required to comply with minimal standards to be able to deliver quality and safety during services. In addition, as the majority of cooperatives are located out of Kampala, and some, in many remote areas the contracted services have higher charges.

CKC Office must ensure that instructions for hiring vehicles are followed at all times by all staff officers during the provision of services.

Vehicles shall only be hired when the objective is exclusively for the activities of the CKC Office. Private use of vehicles is strictly prohibited, including home to work commuting, unless in exceptional circumstances previously arranged with the Project Manager. Vehicles must be hired based on the most cost effective ways, selected according to the specific criteria:

1. A mid-size car is a standard car to be used for the office purposes.
2. A full size car (double cabin) is only booked when three or more travelers are moving together in the same vehicle towards remote areas where roads can be rough and impassable, for example during rainy seasons.
3. Large vehicles - such as vans - are required only when there is a specific requirement.

The office shall organize a contact list of possible service providers that can be used when the need arises, and whose payment shall be for fuel and driver services. The office shall pre-qualify the providers based on the following requirements:

* The vehicle must be adequately covered by insurance
* The vehicle must have a license plate
* The driver must have a full driving license valid for the type of the hired vehicle
* The vehicle must present basic working conditions
* The vehicle must have seat belts for all passengers
* A project vehicle will be used by another program after consultation with the director and coordinator and after providing for the driver and fuel.

2.3.1 Hiring Procedure

Aspects to be considered before defining the rental deal with the owner:

* A brief description of the journey for which the private car is hired should be given
* The owner should be informed that the office has no obligation for traffic violations, fines or infractions of the laws by the driver
* The owner should be informed is fully responsible for the security and operations of the vehicle, including car failure and accidents

Responsibilities of the service provider:

* Do a safety checklist before the start of the journey ensuring that: the pressure of the tyres are adequate; there is no excessive damage to the vehicle, including windscreen and windows; the car lights and indicators are working; mirrors are properly arranged and all passengers are wearing a seat belt
* Drive in a safer manner, complying with the traffic laws in Uganda
* Drive the vehicle in at legal speed considering traffic, weather and road conditions
* Must not drive when affected by lack of sleep or under the influence of drugs, medication or alcohol
* Must not use a mobile phone or other devices whilst driving in order to avoid distracting from the traffic road

Should any of the responsibilities above not be observed by the driver, the staff officer must immediately inform the Project Manager or the Office Coordinator so they can act upon the reported misconduct.

2.3.2 Payment Method

Expenses for the services shall be made through travel advance or reimbursement to the users according to mileage.

1. Travel & Expenses

CKC office shall establish travel costs for reimbursement or cash advances, including allowable claims and any limits associated with travel expenses. All CKC travellers must report expenses through receipts of all costs during the trip, in order to be reimbursed or clearing the travel advance when undertaken. The expenses must be reasonable, fully documented, properly authorized, and in line with the relevant operating budget of project funding.   This can include payments for transport, meals - or per day limits - lodging and incidental costs, when appropriate. Below are the procedures for travel and expenses:

* Travel expenses rates, or daily rates, shall be set by the Project Management Committee.
* The traveller is responsible to report all expenses, providing receipts and travel information for reimbursement or travel advance clearing due to travel at the completion of the trip
* The traveller shall request for authorization to travel to the Project Manager prior to the trip and any request for travel advances
* After approval, the responsible financial officer must fill in a Cash Payment Voucher for authorization, and subsequent provision of the cash advance
* Within two weeks of returning from the trip, the CKC officer shall organize a statement accounting for the travel advance, including all documents/receipts due to travel
* A request for any additional payment, advance or reimbursement will not be processed for any traveller with an outstanding advance that is more than two weeks beyond the established trip return date
* Request for travel reimbursements must be submitted within 60 days for payment, with a total, signed by the officer, authorized for payment by the Project Manager and Officer Coordinator
* Incomplete expense vouchers will be returned

It is the responsibility of the Project Manager to coordinate, review and assess the effectiveness and compliance with this policy.

# Work place communication policy

1.0 Introduction

In Archdiocese of Kampala (AOK) Caritas Kampala Communication is a vital part of creating and maintaining a safe and efficient workplace environment desired by everyone. How we interact with clients, donors, volunteers and staff will affect how well the organization functions and how satisfying you find your job to be.

In this day and age ‘information explosion’ is a well-known expression. In the Church setting is no different. While the amount of information that is circulating can be daunting, the process is improved when:

* all staff develop good interpersonal skills, and
* routine workplace procedures are put into place.

To achieve this, an organisation needs to ensure that all staff are properly trained in the appropriate skills for their job. This training needs to be updated when necessary.

At AOK-CK we provide inductions, and ongoing training and development for staff in all areas of communication.

1.1 Interpersonal communication

Interpersonal communication is the way we communicate with others. It may be with another person, to a group of people or to the public. It includes written, verbal and non-verbal communication.

2.0 General

At AOK-CK, when communicating with others, take into consideration:

* who you are talking to,
* the type of information to be communicated (for example; confidential, good news/bad news, difficult technical information, instructions, general daily information), and
* what the most appropriate type of communication to use is (for example; verbal, email, memo, handover). This may be determined by the type of information to be communicated.

At all times staff need to be respectful and polite to one another and to clients. At no time should they raise their voice, swear, or speak in a manner that makes another person feel belittled.

**2.1Gender sensitivity and Cultural awareness**

AOK-CK aims to create a safe and culturally aware work environment.

* We need to recognize that people are of different genders, they come from a variety of backgrounds and cultures and with them they bring a variety of different values, attitudes and beliefs.
* All staff need to be nonjudgmental, respectful and tolerant of each other’s differences. When communicating with people from other backgrounds care needs to be taken to ensure that gender sensitivity and cultural differences in both verbal and nonverbal communication are considered.
* Professional development is provided to staff to assist in this process.

2.2 Disability support

AOK-CK aims to create a work environment that is safe and supportive of people with disabilities.

* Alternative methods of communication are maintained and developed when appropriate (for example; translators, voice recognition software, browser readers).
* Professional development is provided to staff to assist in this process.

2.3 Conflict resolution

See **Grievance Policy** in the Policies and Procedures Manual.

2.4 Routine Workplace Protocols

All organizations have rules for the transfer of information. Knowing how to use the different types of communication and following the correct procedures at AOK-CK helps to ensure that information goes to the correct place and person.

Communication can be internal or external or both. Internal communication is between staff at AOK-CK. External communication is between staff at AOK-CK and clients or other community members including the media.

At AOK-CK routine workplace protocols exist for:

* Written communication (sending and receiving information), and
* Verbal communication (giving and following instructions and messages).



Types of **written communication** used at AOK-CK include:

* email, and letters (internal and external)
* forms, reports and memos (internal and external)
* minutes and agendas for meetings (internal)
* technical and procedural manuals (internal)
* workplace signs (internal)
* whiteboards/Weekly Plan Calendars and pin-up boards (internal)

Written communication is a vital part of communication at AOK-CK. AOK-CK recommends that written communication:

* is simple and easy to understand,
* is to the point and avoids unnecessary repetition,
* avoids too many technical terms, and
* Avoids slang, offensive language and discriminatory, racist or sexist language.

Types of **verbal communication** at AOK-CK include:

* handovers (internal)
* telephone (internal and external)
* meetings (internal)

The way we speak to other people can make a difference to the way information is received. At AOK-CK verbal communication can be improved when:

* it is clear and concise,
* it is friendly and professional,
* appropriate feedback is given,
* active listening is used,
* there is an awareness of non-verbal communication styles, and
* there is an understanding of gender and cultural differences.

The type of written and verbal communication you use at AOK-CK will depend on the area you work in and on your job description.

3.0 Communication hierarchy

In all organizations there is a correct line of communication. At AOK-CK the first line of communication is your immediate superior or line supervisor. The **AOK-CK organizational chart** will show you who your line supervisor is.

You can discuss any issues or concerns you may have with your line supervisor. Your supervisor may then either take your concern to the next level or you may be advised to do so.

If you go straight to the director or the President of AOK-CK/Archbishop you will be advised to discuss the matter first with your supervisor.

**3.1 Computer use**



Within an organization there will be information that is sensitive and confidential in nature stored on the computer network. Most organizations have a confidentiality agreement that employees sign when they first join the company. All AOK-CK **Must** take an oath of secrecy/confidentiality and sign it.

These agreements protect the privacy of their clients by ensuring that all staff will not pass on information of a personal or sensitive nature to any outside source.

One method of reducing any invasion of privacy is to issue staff with an ID number that gives them access to a particular level of computer access. The ID numbers shall be provided to the staff concerned.

When using computers at AOK-CK:

* do not allow access to visitors to view information related to clients, donors, volunteers or staff
* file printed information in the appropriate place according to the departments protocols, and
* place information that is to be discarded into the locked confidential papers bins for shredding prior to being discarded or burn them.

3.2 Email

When writing emails:

* Respond to each and every e-mail you receive. At least acknowledge receipt within at least two days so that the one who sent it knows and can make necessary follow ups.
* use polite and correct language,
* start with a greeting, for example "Dear Godfrey", until you know the person well enough to be able to address the email as "Hi Godfrey",
* explain yourself clearly,
* don't use abbreviations in emails; write all out in full, and
* end the email correctly saying "Yours sincerely, Deus".

Remember that the person reading your email can’t see you so they can’t read your body language to see if you are joking, angry or serious.

**NOTE**: If you have been asked by your supervisor to communicate something on his/her behalf, please have the courtesy to write as follows:

* Start by introducing yourself, for example “Dear Godfrey, I am Deus the Head of Programming, AOK-CK”.
* Recognize the one who sent you to communicate, for example “I have been instructed by ……., my (supervisor, director, Bishop etc) to inform you…” This will help the person you are communicating with to know how to respond.
* Conclude by saying, “Yours sincerely, Deus.

3.3 Telephone (ie. Sms, whatsapp)

Today telephones are used for more communication activities other than voice. There are applications like messages (sms), whatsapp, viber, facebook, etc. In case communication have been made via those applications please act as follows:

* Use the organizational account for organizational related communications. You can use the whatsapp for reporting purposes, and other forms of communication.
* Respond as fast as possible once you receive a request. However, endeavor to be as accurate as possible.
* Use appropriate language as already described. Notice that these forms of communication are recorded in writing and can affect you in future if misused.

3.4 Whiteboard

Whiteboards or Weekly Plan Calendar may be used to allocate daily duties, rooms, or jobs to staff members.

If a whiteboard or Weekly Plan Calendar is used in your area check that you know:

* what time the entries are put up on the board, or in the Weekly Plan Calendar
* how you will be notified if there are any changes, and
* what information you need to put on the whiteboard or Weekly Plan Calendar when **you have completed a task.**

3.5 Pin up board

Pin up boards may be used as a means of posting any notices about courses, organizational events or social events.

When using a pin up board, write the date that the notice is posted on the top of the notice and remove after two weeks

3.6 Handovers

Handovers are the verbal passing of information from one or more persons to the following shift of worker or workers.

Handovers made be also spoken into a tape which is then played to the next group of workers outlining events of the previous shift or of any information that it is considered important for them to know.

Handovers made be also written to indicate any information that it is considered important for those taking over duty from you.

When doing handovers:

* make sure that all relevant information is passed on,
* check that the next person has understood everything by asking and answering questions,
* if using a tape recorder, speak clearly and check the recording, and
* don’t rush.
* If writing, write clearly and make sure key information is not forgotten

3.7 Telephone use



Phones should be answered within four (4) rings.

* Give the name of the organization and then your own name and job role. For example:

Good morning/afternoon, Archdiocese of Kampala, Caritas Kampala Head Office. This is Patricia the Administrative Secretary. How can I help you please?

This helps people know they have dialed the correct organization, who they are speaking to and what your role in the organization is.

* Speak clearly and at a speed that enables people to understand you.
* Write any information down as you are listening as it is very easy to get off the phone and find you have forgotten who was speaking, a contact number for them and which information they wanted.
* End the telephone call with some kind of resolution for the person who rang, either get the person with whom they wish to speak, take a message for them, ask the person to ring back at a later time, or solve the issue yourself.

3.8 Taking messages

When you take a message for someone make sure you understand the message correctly.

* Repeat the information back to the sender to ensure that the information you have is correct.
* Ensure you have the time of the interaction, the message, the sender’s details, name, phone number, email or address if necessary, so that the recipient can contact them.
* Give messages as soon as it is possible, as it may be something that requires urgent attention. If possible check back to be sure that the person received the message.

3.9 Forms

In the case of special needs/emergency and relief, sponsorships, etc you may be required to complete forms. Each department may use a different set of forms. You must make sure that you know which forms to fill in, when you need to use forms and where to find the necessary forms.

When filling in a form:

* read the form carefully,
* fill in all the required details,
* only include necessary information,
* write clearly and simply,
* check that you have completed it properly, and
* send or give it to the appropriate person, or file in the appropriate place.

If you have difficulties filling in forms, ask a colleague or your supervisor for some help.

It can be useful to obtain copies of forms that have been filled in which you can keep and use to help you.

**ADMINISTRATIVE GUIDELINES**

**General**

* All files of the project must be kept in the office computers, in specific organized folders to be easily located.
* All forms created for the use of the office should be electronically stored and tagged with a footnote indicating the electronic location
* Footnotes should indicate the department, file location, file name, document name and a date indicating when the document was created or amended
* All electronic records should be backed-up at least weekly and a copy store off site
* Over printing should be avoided and only what is likely to be used should be printed. Documents should be printed on two sides for internal use where possible to avoid waste and overuse of paper resources
* Colour printing should be done only when strictly necessary
* The office phone and internet usage are limited to professional only purposes
* A detailed inventory must be maintained that includes a description of the property of the CK Office with a serial number/unique identification number
* Records and documents shall be kept for five years, unless funders have different record retention requirements

**Additional Forms**

* A list of attendance of workshops, trainings and community meetings must be circulated and filed together with other activity reports
* Evaluation sheets must be completed by participants at the end of any training/workshop activity
* A mailing list of all key stakeholders must kept and updated, together with other specific information about cooperatives
* Data collection forms should be sent to cooperatives regularly to raise and update individual information about societies
* An activity report should be completed by the field officer per occasion of field visits, indicating the purpose of the visit, action taken and outcomes to complement other required documentation
* A quarterly performance report on annual work plan must be completed to support the monitoring and evaluation systems of the project, describing statuses of completed/in progress/not started
* A performance monitoring worksheet form should be filled in to monitor field activities
* A letter from the Caritas Kampala accounting department should be issued after the internal inspection of the books of the office be verified
* Formal permission should be obtained from the cooperative members, stakeholders or other individuals to share his/her information about the incident through the fulfillment of the “Consent for Release of Information”

