

SUPPORT TRUST FOR AFRICA DEVELOPMENT (STAD)

Human Resource Information System 2012

1. Employee Identification	Surname:	
	Middle Name:	
	Last Name:	
2. Personal Details	Gender:	
	Date of Birth:	
	Marital Status:	
	Nationality:	
3. Present Contact Information	Address:	
	Telephone number:	
	Email:	
4. Permanent Address	Address:	
	Telephone number:	
	Email:	
5. Family Information	Next of kin:	
	Number of Dependents:	
6. Location or Base	Head Office:	
	Field:	
7. Job History	Previous Position held:	
	Previous Job Dates:	

	Previous Employer Details:	
8. Qualification	Degree:	
	Professional Courses	
	Trainings:	
	Other:	
9. Competencies	Competencies:	
	Language Skills:	
10. Salary and Benefits	Salary:	
	Incentive:	
	Insurance:	
11. Development	Trainings required	
	Skills required	

Annual Performance Plan:

Name of the Employee:

Position held:

Name of the Supervisor:

Performance Period (Start Date.../...../..... End Date.../...../...../.....)

Set Targets for the employee	Results to be achieved by the employee	Activities

(In addition to the Annual Performance Plan, the employee has to develop a work plan on monthly basis in consultation with the supervisor based upon the Annual Performance Plan.)

Performance Appraisal Form

Name of the Employee:

Position held:

Name of the Supervisor:

Appraisal for the Period (Start Date.../...../..... End Date.../...../.....)

	Below Average	Average	Satisfied	Excellent
Overall performance of the employee				
Knowledge of the job given				
Sense of responsibility				
Methodology of work				
Level of commitment				
Team work				
Improvements made during the year				
Potential areas of growth				
Recommendations				

Staff Performance Needs and Development

Name of the Staff	Performance Targets <i>(for the forthcoming month/year.....)</i>	Performance Needs		
		How <i>(what activities)</i>	When <i>(timing)</i>	Who <i>(who will be responsible to ensure it)</i>

Appointment Letter and Staff Orientation.

Any personnel employed or volunteering with STAD will be issued an appointment or acceptance letter prior to his/her employment/volunteerism by STAD. The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment/work. The appointment/acceptance letter will be specifying the employee's job description, terms of reference, salary/incentives and benefits and other relevant terms of employment/work

Probationary Period

A probation period of one month shall apply to all new paid employees from the date of hire. Exceptionally, the probation period may be extended to three months. In case of or if a new employee fails to perform in accordance to expectations of STAD staff/board requirements, he/she will be given a notice, terminating the contract at the end of the probationary period.

Staff orientation

All new employees/volunteers will get an orientation about the organization's mission, vision and strategies, its structure and the staff within it, the policies and conditions of employment, the internal rules and regulations, etc.

Remuneration

STAD believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. All employees of STAD/partner organizations are entitled to a basic salary/ incentives, depending upon their skills, qualifications and experiences. The basic salary/incentive will be mentioned in the appointment or Memorandum, of Understanding (MoU) letter.

Salary/incentive Increment

Salary/incentive increment will be based upon an employee/volunteer's position and performance. Increment will be provided to employees/volunteers on annual basis after their performance evaluation and if funds are available.

Salary/incentive increment is calculated on the basis of basic salary/incentive of the staff.

Employee Salary/Incentive Benefits

Salary/ Incentive Benefits

(a) Bonus

All full time paid employees shall receive an annual bonus equal to quarter (depending on availability of funds) of their month's basic salary. Bonus will be included in the monthly salary payment of the month preceding the festival.

However, new full paid staff will not receive any annual bonus until the completion of the three-month probationary period.

(b) Provident Fund

All regular employees are expected to set aside 5% of monthly pay to his/her provident fund. STAD will contribute the same amount on monthly basis. Both the employee's and STAD's

contributions are deposited in a savings account under the employee's name. The provident fund can only be withdrawn upon the employee's resignation from STAD.

Compensation against Accident of the staff during Service

In the event that the staff succumbs to an accident while working for STAD, i.e. during the office hours or during field trips, he/she is entitled to receive compensation amounting to a maximum of one-month salary/ ***Incentive*** of the individual to cover the medical expenses.

Working Days and Hours

Working Days

STAD full paid staff will follow a 5 days a week working schedule from Monday to Friday. Saturdays and Sundays are considered non-working days. However during emergency or crisis situation and or deadlines to meet some projects or data/information required by donors etc. some of the key staff e.g. program manager, financial officer etc. may be called upon at any time after work and or over weekends.

Unless otherwise specified, STAD will observe the same public holidays as those prescribed by the Government (South Sudan/Uganda) and in the Netherlands not exceeding ____ days a year. The Administrator will prepare a calendar of public holidays not exceeding _____ calendar days at the beginning of each fiscal year and circulate it to all staff/volunteers.

Office Hours

The office shall open from 09.30 am in the morning till 04.00 in the evening. All full paid employees are expected to complete 8 working hours daily. There will be one hour lunch-break.

Overtime

Various factors, such as workloads, operational efficiency, and staffing needs, may require variations in an employee's total hours worked each day. In such circumstances, the employee may have to work beyond the scheduled office hours ([as indicated above under working days](#)).

Under such circumstances, the staff working overtime is entitled to payment for working overtime and is authorized by his/her immediate supervisor for the same. However, no overtime compensation will be provided for staff during field trips. The overtime rate will be paid on hourly basis and will be calculated on the basis of the basic salary.

Travel Rules & Regulations

Travel

Staff members/volunteers may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances adopted applies to all employees/volunteers regardless of job category or status. It also applies to the consultants, when mentioned in their agreement.

After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available.

The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached except for per diem. Eligible expenses include:

1. Per diem

All employees and volunteers are provided per diem of €100, breakfast €5, lunch €10 and dinner €25 to cover the cost of food for each night spent outside the city as approved by STAD.

2. Accommodation

All employees and volunteers (partner organization) are entitled to claim expenses incurred for accommodation for official trips outside Yei District, South Sudan and Koboko, Uganda. Maximum claims for accommodation shall not exceed €60.00. Claim for accommodation will be reimbursed upon submission of bills/receipts.

Mode of Transport

STAD will pay only surface transport as far as possible, i.e. bus, tram, train or taxi. If any individual is using personal vehicle/motor cycle for STAD related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport may not be awarded any maintenance unless used and must be shared by more than one STAD member or employee/volunteer on official business or work related services.

Leave and Holidays for paid Employees

Leave

All paid employees are entitled to the following leave with pay.

(1) Annual Leave

All employees of STAD are entitled to 24 working days off as paid leave per year.

(2) Sick Leave

Employees are entitled to 12 working days of sick leave with pay per calendar year. Sick leave is accumulated at the rate of 1 day for every full month worked.

Employees have to present a medical certificate to substantiate claims for sick leave with pay for absences exceeding two successive days.

(3) Maternity Leave

All female employees are entitled to maternity leave of 90 calendar days twice.

(4) Paternity Leave

Male employees are entitled to paternity leave of 11 calendar days twice.

(5) Mourning Leave

In case of death of a parent, child or spouse, employees are given mourning leave of 15 days each.

(6) Emergency Leave

Emergency leave is granted to employees for any serious illness of a parent, child or spouse and/or personal emergencies. A total of 7 days per year can be allowed for emergency leave.

Employee Termination Rules

Prohibition on Outside Employment and/or Engagement

Full-time regular employees of STAD are not allowed to undertake outside employment.

Termination of Employment

Conditions for Termination

Employees shall lose their jobs under any of the following conditions:

(1) Voluntary Resignation

i. Personnel wishing to resign from post may do so by giving a resignation letter to the Executive Director/Chairperson stating the reasons for resignation and effective date of the same. One month of prior notice is required for such resignations.

ii. The date in which the resignation letter is received at the STAD office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

(2) Redundancy of the Position

Depending on the nature and volume of its operation, STAD may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from STAD with proper notice. While doing so, STAD will give at least 1 month notice in advance.

(3) Termination with Cause Grounds for employee termination are the following:

- i. Continuing inefficiency and gross negligence of duty.
- ii. Funds embezzlement and theft
- iii. Misuse of office equipment, and other properties
- iv. Repeated unauthorized absences and leaves
- v. Intoxication or over consumption of alcohol while on official business or within office premises
- VI. Unauthorized disclosure of official information
- VI1. Inappropriate behavior, sexual harassment and Gender based discrimination

(4) Retirement

When an employee reaches the age of retirement, according to the country's law, the employment relationship comes to an end. STAD shall notify the employee by letter, stating the date the employment terminates.

The retiring employee shall receive salary up the date of departure and other allowances such as the Provident Fund, as specified in his/her agreement.

(5) Death

When an employee dies, his/her salary and benefits will automatically be paid to his/her legal heirs.

Procedures for Termination and/or Disciplinary Action

STAD will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.

ii. The employee is given 3 working days to submit his/her explanations.

iii. Based on the written explanations submitted by the employee concerned and the strength of evidence presented, STAD may choose to decide on the charges or pursue further investigation of the case.

iv. STAD can, shall if it feels necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:

a. should the employee be in a position to tamper with the evidence against him/her.

b. should the employee's continuing presence in the organization be deemed inimical to the interest of the organization.

Conflict Management Policy

Conflict Management

Conflict Resolution

Whenever a dispute arises among STAD staff, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. STAD will use a third party conflict experts experienced and well versed in organizational and conflict of interests issues. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director/Chairperson immediately.

Staff Behavior

STAD expects its employees to adopt attitudes and behaviors that maintain the good image of the organization. STAD employees shall display an exemplary level of professionalism and integrity. STAD expects and will insist for its employees and volunteers to be objective (s) and result (s) driven or oriented rather than financial driven.

Furthermore, besides the usual rules every employee/volunteer needs to follow (respect, courtesy, punctuality); there are particular procedures of conduct for members of the organization which must be observed.

(1) Political Activities

Since STAD is a non-political organization, employees/volunteers shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials for these purposes.

(2) Corruption

All STAD employees/volunteers will thoroughly be briefed and oriented about issues related to corruption: what amounts to and is regarded as corruption. Any employee/volunteer involved in any sort of bribery or what STAD would consider as corruption in rendering some services or any work will be reprimanded twice. The third time, he/ she will be terminated from his/her position and will lose all employment termination benefits.

(3) Discrimination and Harassment

Under the principles established by STAD, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work.

(4) Conflict of Interest

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by STAD, employees shall respect the following guidelines:

- It is prohibited to use STAD property for illegal or unauthorized purposes.
- It is prohibited for any STAD employee(s) having confidential information to disclose it without express authorization beforehand.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization

Settling Grievance Policy

Grievances

If an employee/volunteer feels unfairly treated by circumstances that infringe on his/her rights or change his/her employment or volunteer conditions, he/she should discuss the situation with his/her immediate supervisor. If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, he/she can submit a grievance to the Executive Director, who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

Performance Evaluation and Skill Training

1. Performance Evaluation System

The performance evaluation system is a means by which STAD can increase its efficiency and that of its employees/volunteers. The purpose of the system is for the organization to fulfill its mission by attaining its objectives/mission and for employees/volunteers to grow and feel fulfilled through proactive performance supervision.

The system enables, among other things, the harmonizing of individual employee/volunteers objectives with those of the organization. The measuring of employees/volunteers potentials and work performances and the support of employees/volunteers improvement by working with them on their development needs.

The annual performance evaluation seeks specifically to:

- promote communication between employees and their supervisors;
- clarify expectations concerning objectives and performance;
- improve employees/volunteers performance through on-going monitoring and feedback;

- assess and reward individual performance;
- allow employees/volunteers to express their career aspirations.

The performance evaluation focuses on the individual employee/volunteer in relation to the tasks and responsibilities assigned to him/her. It is not necessarily a comparison of one employee/volunteer's performance with that of another. Thus, the employee/volunteer's work performance is to be assessed in relation to absolute procedures, that is, according to the evaluator's performance criteria and not according to relative procedures.

The performance evaluation also allows STAD to assess the quality of human resources in their department/fields and or organization to note important information concerning expectations and needs and clarify decisions concerning transfers or work assignments.

Fixed Assets Policy

1. Purpose

To carry out its activities, STAD needs material (physical) and financial resources. The quality of these resources is dependent upon how they are used. Material resources are in large part of durable goods, which need to be well-managed to be maintained in good condition. These goods include offices (rooms) motor vehicles, motor cycles, stationary, tables, chairs, shelves, computers and related accessories. The Fixed Assets Policy will aim for:

- Precise identification of goods that are part of the asset base;
- Sensible use of goods;
- Periodic taking of physical inventory;
- Effective maintenance of goods;
- Replenishment of goods when required.

2. Procedures

At STAD , the management of material resources is the responsibility of the administrative staff. The procedures involved in managing these resources are:

- Receiving and recording goods (equipment, furniture) and office supplies;
- Using these goods (equipment ,furniture) and office supplies properly;
- Maintaining these goods;
- Taking Inventory of these goods;
- Disposing off the goods and office supplies .

Material resources are managed by means of records or files.

3. Asset inventory

Inventory shall be done once a year and is the responsibility of the administration division.

4. Procedures

The inventory procedure shall be composed of the following steps:

a. Creation of record cards on which is found:

- type of item
- description of item

- identification code
- service user or name of manager
- assigned location
- previous placement of item
- notes on condition of item
- record updates
- minutes of physical inventory

b. Final removal of an item

c. Replacement of an item

d. List of annual needs

5. Removal of items

The Executive Director/Chairperson shall give the authorization to take out of service, transfer or dispose of any items, and that should be noted in the book of assets.

Finance Policy

Sources of Funds

STAD receives funds in form off and from the following sources:

- i. Euro/ Dollar /Sterling Pound / South Sudanese Pounds (SSP) /Ugandan Shillings (Ushs) from donor organizations/ Institutions through project proposals
- ii. Membership fees.
- iii. Income from short term professional services and consultancy assignments undertaken by STAD and partner organizations
- iv. Grants Donations received from philanthropic organizations and individuals.
- V. Fund raising activities

STAD Core Fund

The following are identified as STAD's core programme:

- A. STAD's administrative expenses (utilities, administrative officers/staff etc).
- B. STAD's befriending (Public Relations (PR) services.

Any programme coming to STAD must allocate some funds to support this core programme.

Signatories to Bank Accounts and Cheque Books

The Chairperson of STAD, its Treasurer and one the office bearers will be signatory to STAD's **Bank Accounts** cheques books. Money can be released by the signatures of two signatories. However, any payment of more than €/SSP/USHS_____ will require the signature of the Chairperson.

Types of Accounts

The following three types of accounts will be maintained by STAD and partner organizations:

(1) Central or Current Account

All income accrued to STAD will be deposited in this Bank Account. The Chairperson/President, Secretary General and Treasurer are authorized to operate the bank account. Two signatures of either of these officials will be required for fund disbursement.

(2) Savings Account

Depending on availability of funds, STAD's partner organizations will keep fixed deposit savings account for its trust fund.

(3) Petty Cash Fund

A petty cash fund of € 250 is kept at office to cover daily transactions/payments not exceeding €100. The Accountant/office Administrator will handle this account and is to be liquidated every month.

The Chairperson/President and/or Treasurer will ensure proper handling of the petty cash fund through surprise checks from time to time.

Payment Procedures

Fund Disbursement

All payments/transactions are made either by cash and bank transfer unless otherwise by cheques.

Payment by bank transfer or Cheque includes:

(1) *Payment for Purchases* of materials, equipment and or furniture

Payment against purchases exceeding €500 shall be made by cheques or bank transfer.

(2) *Payment for Services Rendered will be in cash or depending on amount by bank transfer*

a. *Payments for Staff Salaries (will be in cash but depending on amount by bank transfer especially for those with bank accounts and hired consultants etc)*

i. Payment Calendar

Staff salaries/incentives are paid not later (within) than seven days following the completion of the month. Individuals will be paid in cash unless otherwise, cheques will be issued to the employee/volunteer concerned.

ii. Staff/volunteer payrolls

All Staff/volunteers salaries/incentives shall be paid within the calculation of seven days following the completion of the month especially for all fulltime paid staff and shall follow the legal procedure of staff payment and according the organization salary scale provisions. This could be in percentage or period spent and or to be spent per each program. But this will be calculated as per the salary structure of the organization as this must fall within the framework salary /incentives. Otherwise any deviation on the need must be in full consent of the Board members. Temporary contacts for short term service that require payment shall be based on Individual payment vouchers to be issued to the employee/volunteer concerned.

Staff payroll (salary sheet) is prepared by the Accountant as the basis of payment. The payroll contains information on the employees' basic salary for the month, allowances if any, deductions and net salary payable.

iii. Advance Pay

STAD's employees may take advance payment of up to 2 weeks (after completion of 3 months probation)/ This will be allowed under extreme conditions of illness, death and unforeseen circumstances and if urgently required.

For travel purposes, STAD employees/volunteers shall be given cash advances for expenses to cover the official trips. Request for cash advances is prepared by the personnel concerned, recommended by the administrator and is approved by the Chairperson, Program manager/Coordinator ([partner organizations](#)). All cash advances for travel are to be liquidated /reported within two weeks following the completion of the trip.

iv. Tax Deduction at Source

STAD will deduct tax at source where applicable as per Government rules.

b. Payment for Contractual Services

Payment for contractual services is done through cash or bank disbursements. The schedule of payment depends on the Terms of Reference (TOR) agreed upon by the personnel concerned and STAD. Payments are covered by a Request for Payment Form prepared by the accountant and approved by the Chairperson/ Program manager/ Coordinator

Procedures for Fund Disbursements

- All requests for payments are to be made using the appropriate forms.
- Requests for payments are to be properly substantiated/supported with bills/receipts and essential documents.
- Requests for payments are prepared by accountant and submitted to Chairperson/ program manager/coordinator for checking and approval.

Policy for Book Keeping and Record Maintenance

Book Keeping and Recording

Book Keeping

The recording system of STAD's financial transactions allows monitoring bank balances, status of funds receipts and expenditures, and a comparative statement of budget vs. actual expenditure on a regular basis.

STAD will maintain records of fixed assets, petty cash disbursements, supplies, inventory, the use and maintenance of office equipment.

Accounting

The following sets of financial reports will be prepared by STAD:

A. **Monthly financial reports** will be prepared for review by each individual project manager of STAD specific projects as well as of its core activities. A quarterly report will be reviewed by the

STAD Board and consultant/technical advisors of STAD. Financial reports to donors will be submitted as prescribed in the agreement between donors and STAD.

B. Annual Balance Sheets and Statement of Income and Expenditures will be prepared for each fiscal year.

Auditing

Books of Accounts of STAD shall be audited annually by an independent auditor appointed by the Board members.

STAD may hire internal auditor in order to streamline its accounting systems and procedures.

Procurement Policy

Purpose

The purchase of goods and services is necessary for the smooth operation of the organization. The aim of the internal control system for the supplying of goods and services is to ensure orders are handled by individuals having skills in evaluating what purchases are required from suppliers offering the best deals, to ensure purchases made do not exceed the budget provided and to ensure purchased goods and services conform with the quantity and price specified in the order.

Methodology

STAD shall follow certain methods in purchasing goods, equipment, furniture and services required for the needs of the organization or its projects. Use of competitive bidding shall be a priority practice. The first criterion is choosing a supplier with the lowest bid. However, if a supplier does not provide the required level of services or an adequate guarantee, then other criteria shall also be considered. STAD shall specify in the purchase file the reasons the lowest bid was not chosen.

- For purchases under € 250, 00 a price survey by telephone or email of two suppliers will be sufficient for determining the supplier.
- For purchases above € 500, 00 a quotation/invoice shall be obtained from three local suppliers.
- Purchases from a sole source shall be explained in the purchase file.

The purchase file shall contain all the documents pertaining to each transaction, i.e. the purchase requisition, quotations, contact information of suppliers purchase contracts or orders, invoices, delivery slips and any other pertinent documents.

Purchases

Employees making purchases as part of the project activity or organizational work shall follow these mechanisms:

- a. *Requisition form* – the employee requesting a purchase fills this form, has it approved by the administrator/ program manager and sends it to finance division.
- b. *Order form* – the finance division issues the order form, after it is signed by the administrator/program manager. The concerned employee or the finance division will make the

purchase successful on the basis of the order form.

c. *Delivery slip* – After the purchase has been made, a delivery slip will be issued by the finance division for the supplier, who will sign it and give it back to the finance division.

Computer Policy for Office Management

Purpose

STAD seeks to effectively manage the computer system for guiding the use, maintenance and security of the computer equipment. Employees/volunteers are responsible for ensuring that the procedures and policies suggested here are followed.

Use

Access to the equipment should thus be strictly reserved to STAD employees/volunteers only. Those employees who are unable to handle commonly-used software will be given an orientation by the senior staff on request. At least one STAD employee will be trained in handling minor maintenance of computers and accessories at the office.

Security

- a. In order to safeguard the computers against viruses, the external drives (CDs/DVDs/floppies/pen drives) that are at STAD office will only be used. In the same way, no external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with latest anti-virus software.
- b. In order to safeguard computers from viruses, antivirus software has been installed in the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update the virus list on her / his computer.
- c. There should be at least two backups of all important documents. One copy should be on the hard disk of the computer assigned to the concerned employee and a second copy on a CD/DVD kept in the office.
- d. The computers of the STAD office should normally be used by its employees. Consultants and volunteers should seek prior permission of STAD employee before using his/her computer in the office

Saving documents in the Computers

In order to streamline the procedure to save documents in the computers and to make it easier for people to find documents and make back-ups of important documents, each employee should have a c:/my documents directory in his/her computer. This directory should be broken down into sub-directories to facilitate retrieval of important documents. Each employee will include a copy of all their important documents to be backed up on a directory entitled backup.

Back-ups of Documents

In order to safeguard important documents and other work done by the staff, the back-up directory of the employee shall be backed up on CD/DVD once every week (every Friday) and the CD/DVD stored by the employee.

Communications Policy for Office Management

Purpose

The purpose of this policy is to control and reduce the communication cost in an effective way. Telephones are the most convenient and fastest mode of communication but for long distance communication, they are the most expensive.

There are other modes for fast communication such as courier, fax or e-mail. And out of these, e-mail is fast and more affordable. STAD prefers to use e-mail for out of station correspondence to reduce the communication costs. Telephones can be used for local calls and in emergency for national & international long distance calls especially where computer providers/network is lacking. Internet service at the office can be used to download and send email and to conduct work-related research.

Guidelines

STAD provides the following guidelines to its staff to control telephone use.

Telephone users are requested to keep their conversations short in order to keep the cost down and to keep the lines open for other people in and outside the office that need to use the telephone.

b. In general, employees should avoid using phones for non-official calls and are encouraged to use STD/ISD facilities available outside the office. However, the non-official calls will be billed to employees at prevailing rates. To keep track of such calls, a record sheet is provided to each employee working in the office in order to make it easier to remember to record the long distance calls (STD / ISD). All long distance calls should be recorded on this sheet along with all required information and submit to the finance division each month.

c. In order to minimize communication costs as much as possible, email should be used rather than fax or direct long distance calls.

d. Copies of all in-coming and out-going official communications (fax, letters sent or received) should be filed. The employees sending / receiving important e-mails should be responsible to print and file such e-mails. A copy should go in the central file system.

e. Regarding international phone calls, the need for the official call should be discussed verbally with the administrator, unless exceptional circumstances make this impractical.