



OPERATIONS MANUAL

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1.0. INTRODUCTION

AFROHUN is an international network of so far eleven public health, ten veterinary higher education institutions and one pathobiology institute, one global health institute and one institute of environmental science that are located in 19 universities in 10 countries in Africa. These include Cameroon, Côte D'Ivoire, the Democratic Republic of Congo (DRC), Ethiopia, Kenya, Liberia, Rwanda, Senegal, Tanzania, and Uganda.

The Universities included in AFROHUN are: Université des Montagnes, University of Buea and University of Ngaoundere (Cameroon), **Université Félix Houphouët-Boigny (Côte D'Ivoire)**, University of Lubumbashi and University of Kinshasa (DRC), Jimma University, Addis Ababa University and Mekelle University (Ethiopia), Moi University and University of Nairobi (Kenya), University of Liberia (Liberia), Université Cheikh Anta Diop (Senegal), Muhimbili University of Health and Allied Sciences and Sokoine University of Agriculture (Tanzania), University of Rwanda and University of Global Health Equity (Rwanda), Makerere University and Mbarara University of Science and Technology (Uganda).

1.1. AFROHUN's Vision

“A global leader in One Health approaches to sustainable health for healthy productive animals, prosperous communities and productive ecosystems”.

1.2. AFROHUN's Mission

The mission of AFROHUN is: To drive transformational change for continuous improvement of health and well-being of humans, animals, and environment through OH principles and approach to research, training and community service

1.3. AFROHUN's Guiding Principles/Values

- (i) Multidisciplinary teamwork
- (ii) Mutuality and respect
- (iii) Strategic partnerships
- (iv) Participatory and inclusiveness
- (v) Collective decision making
- (vi) Accountability and transparency
- (vii) Innovativeness
- (viii) Transformative Leadership

1.4. Purpose of the Operations Manual

The operations manual has been written to ensure that Africa One Health University Network (AFROHUN) staff understand and comply with appropriate good practice and regulations, including AFROHUN internal policies. It is also designed to enable the network to fulfil its objectives as efficiently and effectively as possible.

The manual provides detailed notes on AFROHUN's operating processes and affects the whole network – both at Regional and Country level, all programs and staff. The procedures are developed in accordance with the management guidelines as approved by the AFROHUN

Executive Board.

The manual is supplementary to other existing AFROHUN manuals and policy documents (the AFROHUN Human Resources Manual and the AFROHUN Finance Manual). In some cases, it will be necessary to consult these documents for detailed policies/instructions. All other documents should be used interrelatedly without precedence or discrepancies.

The overall management and implementation of the operations manual is the responsibility of AFROHUN management. The Supervisor, unless otherwise stated herein, will be the first point of contact to discuss all matters pertaining to this manual. All the clauses in this manual shall comply with the laws of the respective countries and in case of any disagreement, the laws shall take precedence.

This manual will be reviewed and where needed updated triennial or as need may arise. Any employee(s) of AFROHUN may communicate in writing to the personnel responsible for administration the need for revision or addition to any part in the manual. Such recommendations shall be presented to the AFROHUN Executive Board of Directors referred to as the “Board” for consideration and approval. Administration shall make the manual accessible to all employees of AFROHUN.

2.0. STRUCTURE AND FUNCTIONS

2.1. Member Countries and Institutions

2.1.2. Participating Institutions

As at the time of the coming into force of this manual, the institutions participating in AFROHUN are:

MEMBER INSTITUTION	UNIVERSITY	COUNTRY
Faculty of Health Sciences (composed of both Public Health and Veterinary)	University of Montagnes	Cameroon
Faculty of Health Sciences	University of Buea	Cameroon
Faculty of Agriculture and Veterinary Medicine	University of Buea	Cameroon
School of Veterinary Medicine and Sciences	University of Ngaoundéré	Cameroon
Faculty of Medical Sciences	Félix Houphouët Boigny University	Côte D’Ivoire
School of Veterinary Medicine	University of Lubumbashi	Democratic Republic of Congo

School of Public Health	University of Kinshasa	Democratic Republic of Congo
School of Veterinary Medicine	Mekelle University	Ethiopia
School of Public Health	Mekelle University	Ethiopia
School of Veterinary Medicine	Jimma University	Ethiopia
College of Public Health and Medical Science	Jimma University	Ethiopia
Akiliu Lemma Institute of Pathobiology	Addis Ababa University	Ethiopia
Faculty of Veterinary Medicine	University of Nairobi	Kenya
School of Public Health	Moi University	Kenya
School of Public Health	University of Nairobi	Kenya
University of Liberia		Liberia
College of Agriculture, Animal Sciences and Veterinary Medicine (CAAVM)	University of Rwanda	Rwanda
College of Medicine and Health Sciences, School of Public Health	University of Rwanda	Rwanda
University of Global Health Equity		Rwanda
Institute for Health and Development (ISED)	University of Cheikh Anta Diop	Senegal
The Inter-State School of Veterinary Sciences and Medicine (EISVM)	University of Cheikh Anta Diop	Senegal
Institute of Environment (ISE)	University of Cheikh Anta Diop	Senegal
Faculty of Veterinary Medicine	Sokoine University of Agriculture	Tanzania
School of Public Health and Social Sciences	Muhimbili University	Tanzania
School of Public Health	Makerere University	Uganda
College of Veterinary Medicine and Biosecurity (COVAB)	Makerere University	Uganda

2.1.3. AFROHUN One Health (OH) Coordination Committees

Membership to the OH Coordination Committees or similar committees shall be comprised of Ministries and Institutions responsible for Health, Agriculture, Livestock, Fisheries, Education, Environment Protection, Wild Life, Tourism, Trade and Industry, Internal Affairs and Security, Communication and any other Ministry or organization relevant to One Health.

Deans should be represented and where possible at least each institution should be represented, and no Ministry or Institution should be represented by more than two persons.

2.1.4. Roles and Responsibilities of the AFROHUN Institutions

The Institutions are responsible for planning, implementation, and evaluation of the AFROHUN country activities in consultation with the relevant One Health mechanisms, including but not limited to the Country Coordinating Committees (CCC), etc., in line with the AFROHUN Strategic Plan. The Institutions are required to designate one of the Institutions as the host of the AFROHUN Country Coordination Office. The Deans, Country Managers and/or Country Lead Staff of the Institutions will constitute themselves into a Country Management Committee.

For Membership eligibility and selection procedures, reference should be made to the Memorandum and Articles of Association.

2.1.5. Roles and Responsibilities of Member Institutions

- (i) Providing strategic direction and guidance on country priorities and operations
- (ii) Embracing and promoting the concept of One Health in their respective institutions
- (iii) Supporting AFROHUN to mobilize financial and other resources at national, regional, international levels
- (iv) Building and sustaining strategic partnerships to promote One Health
- (v) Contribute annual membership fee as agreed by the AFROHUN Governance Bodies
- (vi) Provide leadership in Planning and implementation of AFROHUN's Strategies and activities
- (vii) Promote institutionalization of flagship programs
- (viii) Documenting successes/challenges of AFROHUN
- (ix) Sharing One Health information
- (x) Protecting AFROHUN's image at all times and in all ways possible
- (xi) Advising governments on One Health issues
- (xii) Promote multi-sectoral and multi-country collaboration in research, training, and publication

2.1.6 Roles and Responsibilities of the Regional Secretariat

- i. To support member institutions to design and deliver evidence based One Health programs including curriculum development, One Health Education and training, career and faculty development, research, and institutional strengthening.
- ii. To develop guidelines and standards for quality implementation of programs across the network.
- iii. To support institutionalization of One Health approaches and best practices in One Health Workforce development.
- iv. To provide leadership and coordinate the network's, human and other organizational resources in the delivery of One Health programs and policy.
- v. To mobilize funding for regional activities
- vi. To coordinate resource mobilization efforts for AFROHUN activities

- vii. To establish and maintain new partnerships in One Health in Africa and globally.
- viii. To support countries to engage key One Health actors such as government ministries, One Health platforms, the private sector, civil society and others for higher impact and outreach. (Workforce assessments, One Health policy analysis and development)
- ix. To contribute to increased public understanding and appreciation of the One Health approach in managing complex public health challenges.
- x. To create spaces for knowledge exchange and transfer
- xi. To monitor and evaluate network programs.
- xii. To implement and ensure adherence and compliance to all network policies and guidelines.
- xiii. To ensure prudent use of financial resources.
- xiv. To do all such other things that are incidental and or conducive to the attainment of the above objective

2.2. Governance

2.2.1. Governance Organs

- The apex governance organ for AFROHUN is the Leadership Summit composed of all deans/directors/principals of member institutions. This shall be at the regional level. As stipulated in the AFROHUN Memorandum & Articles of Association, the Leadership Summit shall appoint a Board. The Board shall work through Board Committees which are under normal circumstances expected to meet on a quarterly basis or as and when the need arises. The roles of the Board are articulated in the AFROHUN Articles of Association.

At country level, AFROHUN shall be governed by a Management team composed of the Deans or the Equivalent of the AFROHUN Institution and the Country Managers and/or Country Lead Staff. The Chair of the Country Coordinating Committee shall be a part of the Management team. The OH Coordination Committees will coordinate the AFROHUN country activities.

2.3. Secretariat

2.3.1. Location of Regional Secretariat

The Regional Secretariat shall be located in Kampala, Uganda.

2.3.2. Location and Legal Governance of Country Secretariats

The location of the country secretariats shall be determined by the management team at country level. The legal governance will be in compliance with the laws of the respective countries.

2.3.3. Structure and Staffing of Regional Secretariat

The Regional Secretariat shall be headed by the Chief Executive Officer of AFROHUN and assisted by the Deputy Chief Executive Officer of AFROHUN and shall have such other members of staff as the Board may determine. The current structure is as indicated in Appendix

3.0. PROGRAMMATIC ISSUES

3.1 Preparing Proposals for Assistance

AFROHUN shall continually seek financial and other support from prospective Development Partners and the private sector. In this regard the Regional and country Secretariats shall from time to time prepare proposals for support from the funding partners. The Head - Grants and Resource Mobilization shall spearhead the preparation of the proposals, supported by the Head - Monitoring and Evaluation, the Regional Manager - Finance and Administration, Regional Manager – Technical and other staff as need may arise

3.1.1 Resource Mobilization

The resource mobilization efforts shall be spearheaded by the Board Resource Mobilization Committee led by the AFROHUN Board Chair.

The Regional Program Manager with the support of the Head - Grants and Resource Mobilization and Country Managers and/or Country Lead Staff shall support the process. Resource mobilization shall be done through a combination of the following strategies:

(i) Secure increased contributions from strategic partners

Details on strategic partners can be accessed from the partnership and resource mobilization strategy.

- a. Building donor confidence through effective and efficient delivery of valuable programs that assist communities
- b. Producing distinct and specific agreed deliverables.
- c. Strategic meetings and ensuring continuous dialogue with donors on the planning and financing of the AFROHUN programs and activities.
- d. Formally recognizing donor contributions.
- e. Providing prompt and accurate accountability of all funds received
- f. Providing prompt and informative reports on funded programs, program impact and good practices that attract donors' attention.
- g. Involving donors at different fora in the implementation and regular reviews of the strategic plan.
- h. Maintaining good public relations with strategic donors.

(ii) Mobilize additional resources from other strategic partners

- a) The Regional Secretariat needs to take stock of other possible donors and diversify their resource base..
- b) Direct and active involvement of the Board, Regional Secretariat, Country Managers

and/or Country Lead Staff and other senior staff in resource mobilization.

- c) Developing programme initiatives and special events that have the potential to attract funding
- d) Maintain an interactive website to keep visitors to the website informed of its programs, activities, and achievements.

(iii) Establish and engage in income generating activities through

- a) Developing competitive programs and services
- b) Marketing the programs
- c) Delivery the programs at a fee

3.1.2. The Grant Development Process

The Grant Development Process aims to increase AFROHUN resources (financial, technical, and material) and to increase the efficiency with which we obtain them. The process also involves the effective management of strategic partners in ways that sustain partnerships. AFROHUN will use a two layered approach to resource mobilization.

- a. The Regional led efforts
- b. Country/ institutional led efforts.

For both approaches, only resource mobilization efforts undertaken using the network and geared towards the achievement of the network's mission and values are guided by this manual. AFROHUN's member Institutions as body corporates have a right to undertake programs related to One Health; such efforts are not covered under this manual.

The principle of sustainability will be applied in grant development. This will be benchmarked on two fronts: efficiency (assessed by maximum benefit realized from any resource) and ability to remain attractive to development partners. Strategies shall include but not limited to: Grant writing, fundraising, partnership events, income generating programs, e-based resources, inform/engage/inspire prospective and existing partners.

a. Regional led efforts

This will be characterized by regional initiated and coordinated efforts. Although focus should be on regional projects (spanning across more than one country), even country specific grant related efforts opportunities will be supported where feasible. The regional efforts may be Secretariat driven or Principal Investigator (PI) driven. Any faculty within AFROHUN member institutions can be a PI and can initiate and lead projects/programs in advancement of One Health approach using the AFROHUN framework.

Any faculty/partner using the AFROHUN framework or involving the network should inform AFROHUN management in writing before committing the organization in any resource

mobilization process. The write up to the AFROHUN management should include a description of the funding opportunity including potential funding institution, the lead team, and the envisaged role of AFROHUN in implementation. AFROHUN Management will avail a written no objection as acceptance to proceed. The acceptance will spell out the conditions and/ or expectations to be determined on a case-by-case basis. This may include a provision of a 10% overhead cost among others.

The Secretariat may also lead concept/ proposal development efforts in coordination with the faculty within AFROHUN member institutions and/ or with strategic implementing partners. The Secretariat will also provide support roles to all resource mobilization efforts.

Incentivizing performance in resource mobilization to outstanding persons / teams that contribute to resource mobilization shall be effected using financial and non-financial tools as shall be determined by management and approved by the Board.

The potential and the designated principal (the person driving pursuit of a specific opportunity) is responsible for six main tasks:

- Donor/partnership sourcing
- Identifying specific potential opportunities
- Developing the “lead summaries,” and if external resources are required, the New Business Opportunity Assessment
- Directing development and writing of the concept paper and/or proposal
- Coordinating team effort in the writing effort
- Communicating/ updating the Grant Development and regional Secretariat members on the opportunity/ outcome
- Implementation of the grant in compliance with the donor conditions

The support role to be provided by Secretariat covers:

- Facilitating introductions to donors
- Providing donor intelligence support
- Providing support in writing concepts/ proposals and budgets
- Participating in document review
- Coordinating compilation of team bio-sketches
- Providing support letter templates or network capability statement

b. Country led efforts

These are country initiated and or country led resource mobilization efforts geared towards raising resources for projects/programs within the AFROHUN framework. Any faculty or AFROHUN staff is free to take the lead on this. The Country Manager is responsible for coordinating efforts that build the country resource base.

The following table lays out the broad categories of prospective donors.

Category	Examples of donor
Foundations	Aga Khan Foundation, Bill and Melinda Gates Foundation, Rockefeller Foundation
UN agencies	UNDP, WHO, UNFPA
Foreign Government Development agencies	USAID, DFID, DED EU, CDC, IDRC, GIZ
INGOs	World Vision, Action Aid, Christian Aid
Individuals (high network individuals, middle class)	
Corporate (companies that are aligned to the AFROHUN work)	Telecom companies, East African Breweries, Banks

3.2 Work Planning

The Strategic plan provides the overall framework within which AFROHUN operates. AFROHUN shall review its organization's Strategic Plan on a ten-year cycle. The Strategic Plan shall be reviewed 4 times within the ten-year cycle to allow for substantive updating.

Operations are planned on an annual cycle. This shall start with a review of progress against the strategic plan, updating progress against the strategic priorities, major targets, and projections. This will be followed by the development of the country and regional operational cost plans for the year in order to ensure attainment of the AFROHUN strategic goals and mission in alignment with the available resources. Throughout the year, performance shall be tracked quarterly against the set goals.

AFROHUN's financial year runs from 1 October until 30 September.

The detailed process for preparing the AFROHUN annual work plans shall be as follows:

- (i) The starting point for the preparation of the AFROHUN annual work plans shall be a meeting of the Board to review past performance and determine the strategic areas to be focused on in the following operating year.
- (ii) The Regional Secretariat, under the leadership of the Regional Program Manager with the technical guidance of the Head - Monitoring and Evaluation, shall then formulate the general planning guidelines for the planning period and pass them over to the respective Country Coordinating Committees. The guidelines shall include the expected availability of funding and other resources for the planning period
- (iii) The respective Country Coordinating Committees, together with Heads of Member Institutions, Country Managers, Activity Leads and Country Administrators will then review previous plans and performance at the country level, determine their priorities for the new planning period in line with the AFROHUN Strategic Plan, and come up with a country plan. Strategic partners should also be involved in the planning.

- (iv) The planning at the country level shall be led by the Heads of Member Institutions, coordinated by the Country Managers, and assisted by Activity Leads, with administrative support from the Country Secretariats. The Regional Secretariat and Partners shall provide strategic guidance.
- (v) A regional meeting comprising of the Regional Secretariat, the Country Managers and Administrators shall thereafter be convened to review previous performance at regional level, determine priorities for the new planning period in line with the Strategic Plan, analyze the respective country plans, and come up with a consolidated AFROHUN-wide Regional Plan. The Regional Manager - Technical and Head - Monitoring and Evaluation shall provide technical guidance at the regional planning meeting. An AFROHUN-wide regional budget shall be developed with guidance from the Regional Manager - Finance and Administration. Regional and International partners shall be invited to attend the regional planning event.
- (vi) The Regional Secretariat shall then review, harmonize, and refine the AFROHUN-wide regional plan and budget
- (vii) The draft regional work plan and budget shall then be tabled to the Board for review and recommendation to the Leadership Summit
- (viii) The regional work plan and budget will be approved by the Leadership Summit.
- (ix) The Regional Secretariat and countries, where applicable, will review the regional work plan and budget to incorporate comments from the Board and Leadership Summit before submission to the funding partner(s).

3.3 Coordination

a. Purpose

To ensure coordination and sharing of information across the network by keeping management and stakeholders up-to-date on activities and progress towards objectives.

- (i) AFROHUN shall put appropriate mechanisms in place to harmonize and coordinate the activities of the various countries.
- (ii) Within each country, the Country Manager/Country Lead Staff at the AFROHUN country secretariat office shall ensure that regular country level meetings are convened (as indicated in section 3.3b below) with the respective institutions implementing AFROHUN programs for the purpose of harmonization and coordination.
- (iii) Where respective institutions fail to agree on the harmonization and coordination of their activities, the country management committee shall endeavour to resolve the matter in the best interests of AFROHUN; failing which, the Regional Program Manager or designated Regional Lead shall be called in to facilitate an agreement by the concerned parties on the way forward

b. Process and tools

- **Country calls:** Convened and led by the Regional Program Manager or designated personnel, these are 2-way updates on activities at the Country level and related issues on the ground. These calls are attended by Country Managers, deans, country administrator(s) and AFROHUN regional Secretariat staff. A call is held per country.
- **Country Managers/Country Leads' Technical calls:** Convened and led by the Regional Program Manager or designated personnel, these are 2-way updates on activities at the Country and Institutional level regarding activities on the ground.
- **Quarterly cross-project meetings:** Convened by the CEO or designated personnel. These are aimed at identifying and synthesizing areas of synergies, learning, growing the knowledge management
- **Program Status Reports:** These brief reports are completed at the end of each quarter for all AFROHUN projects. They are intended to show management the status of the program with respect to major objectives, significant issues or concerns and budget.
- **Regional Calendar:** In order to facilitate internal communications and reporting, a calendar of significant events will be maintained. Administration and the Head - Communications shall be responsible for updating the calendar on an as needed basis.
- **Meetings:** The following meetings shall be held at the various levels of AFROHUN according to the following pattern:

	Type of Meeting	Minimum Frequency
A	AFROHUN member institutional meetings	
1	Meeting of Deans, Country Managers/Country Lead Staff and administrators (where applicable)	As needed
2	AFROHUN Country Managers/Country Lead Staff, Administrators and Project Implementation Teams at institutional level	Monthly or as needed
B	Country level meetings	
3	Country Coordinating Committee	Quarterly
4	Country work planning meeting (to plan, evaluate, etc)	Once a year
5	Country Secretariat Management Team meeting (Country Managers/Country Lead Staff, Administrators, Deans)	Monthly
C	Regional level meetings	
6	Regional One Health Coordination Bodies Meeting	Once a year
7	Regional Secretariat Management Team meeting	Quarterly
8	Regional meeting of Country Managers/Country Lead Staff	Annual

	and Country Administrators	
9	Regional Secretariat Staff meeting	Monthly
10	Secretariat staff retreats	Annually
101	Meeting of the Board	Quarterly
12	Board subcommittee meetings	As needed
13	Leadership Summit	Twice a year

(a) Notices of Meetings

(i) All regional meetings shall be announced at least one month before meeting date to enable participants plan accordingly.

(ii) Other meetings shall be announced at least two weeks before

(b) Venue for Meetings

The Venue for regional meetings shall be on a rotational basis, or as otherwise determined by Management.

(c) Minutes of Meetings

(i) Minutes of meetings shall be circulated within two weeks after the meeting, except in the case of Regional Secretariat management team meeting where the minutes shall be circulated within one week after meetings

(ii) Minutes shall be clear on the actions to be taken and by whom, with a time scale for the actions

(d) Facilitation for attendance of AFROHUN meetings.

Where applicable, rates shall be as provided for in the Finance manual.

3.4 Monitoring and Evaluation

In order to measure the impact of its work, certain monitoring and evaluation processes shall be established. *Monitoring* refers to on-going tracking that is necessary to gauge how much progress is being made; *evaluations* are periodic events that capture the situation at a given moment in time. Evaluations often involve documentation of lessons learned and provide detailed recommendations on how to improve the given program. The Monitoring and Evaluation function will play a significant role in the planning, implementation and management of AFROHUN’s activities. A framework for monitoring and evaluation shall be developed.

Monitoring and evaluation efforts shall be geared towards assessing the implementation of the annual work plans and the Strategic Plan. This will be achieved through development and

implementation of a uniform M&E system across all countries, building capacity of staff and partners, promoting data utilization, supportive supervision and mentorship.

AFROHUN’s M&E system shall be based on the following guiding principles:

Useable: AFROHUN and partners should be in position to use the information to assess project progress as well as for planning and decision making.

Cost-effective: The system should build on existing systems in order to avoid duplication of efforts, support standardization and to strengthen earlier initiatives. In addition, the system should ensure that data are easily accessible and used for multiple purposes (i.e. for both monitoring progress and assessing program outcome).

Accuracy and transparency: It should support meaningful interpretation of data over time by establishing standard indicators, measurement and interpretation, and data quality and management requirements. Data Quality assessments will ensure the consistency of the monitoring process over time.

3.4.1 Reporting on Work Performance and Related Issues

(a) Types and Frequency of Reports

Periodic reports shall be prepared at the various levels of AFROHUN and submitted to appropriate authorities. The frequency for the reports shall be as follows: Feedback from the higher level to the reporting level shall be given within one week of receipt of a report

	Type of Report	Submitted to	Responsible person	Frequency
1	Country reports (Activity and Financial)	Regional Secretariat	Country Manager/Country Lead Staff	Monthly
2	Departmental project Quarterly reports from Heads of Department and project leads	Regional Program Manager	Head of Department/project lead	Quarterly
3	Country quarterly performance reports	Regional Secretariat	Country Manager	Quarterly

4	Monitoring and	Regional Program	Head M&E	Quarterly
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	evaluation reports	Manager		
5	AFROHUN-wide periodic performance reports from the regional secretariat	<ul style="list-style-type: none"> • Country management committees, through the Country Managers/Country Lead Staff • the Board • Leadership Summit • Partners • Donors 	Regional Program Manager	Quarterly
6	AFROHUN-wide comprehensive performance reports from the regional secretariat	<ul style="list-style-type: none"> • Country management committees, through the Country Managers • the Board • Leadership Summit • Partners • Donors 	Regional Program Manager	Annually
6	Reports on activities, such as conferences, capacity building programs, trainings, workshops	Regional Program manager, or Country Manager; depending on nature of activity	Lead person on activity	Not later than one month after activity

Resolutions arising from various meetings shall be shared not later than one week after the relevant meeting

(b) Report Formats

Formats for the respective reports shall be designed by the regional secretariat, under the guidance of the Head- Monitoring and Evaluation. The performance reports shall cover the following key aspects:

- (i) What was planned or intended to be achieved during the period
- (ii) The planned indicators of performance
- (iii) The level of achievement of planned outputs and outcomes
- (iv) The quantity of resources used in producing the outputs
- (v) Factors that affected achievement of outputs and how they were addressed.
- (vi) Challenges faced
- (vii) Reflection on lessons learned
- (viii) Suggestions for improvement of performance

3.5 Participation in Conferences / Trainings / Workshops

- (i) The conferences, workshops or training that AFROHUN should sponsor partner members to attend should be those that support or strengthen the work of AFROHUN.
- (ii) Members who seek support from AFROHUN to attend a conference should be presenting work supported by AFROHUN and have their abstracts accepted at the conference, preferably for oral presentation. In the rare event that a member is giving a key note speech and not being funded by the conference, AFROHUN may support their attendance
- (iii) The supported training should benefit the network.
- (iv) Workshops organised by external partners should have potential for collaboration with AFROHUN institutions. Sponsored participant(s) should submit a report to the Regional Secretariat/Country Secretariat where applicable within a week after completing the workshop
- (v) To the extent that is feasible, participation in conferences shall be captured in annual work plans, appropriately budgeted for and duly approved
- (vi) AFROHUN Board shall establish appropriate selection criteria for conference participation among member institutions to guide the Secretariat identify beneficiaries.
- (vii) As much as possible equal opportunities should be given to the various members and partners to attend conferences, workshops and trainings sponsored by AFROHUN
- (viii) Requests by AFROHUN members for support to attend conferences shall be submitted to the Regional Program Manager at least two months before the starting date of the conference. Decisions on applications for attending conferences shall be made by the regional secretariat within two weeks of receiving the application or two weeks after the set deadline whichever is applicable. AFROHUN will consider exceptional requests on a case by case basis.

The Board shall decide on which conferences AFROHUN will sponsor participants to attend. AFROHUN shall support the participants' travel related costs.

4.0 PROCUREMENT MANAGEMENT

d4.1 Procurement Policy Objectives

The objectives of the procurement policy and guidelines as spelled out in this manual are to ensure that;

- i. Principles and procedures regarding procurement activities of AFROHUN are well explained to all staff;
- ii. Roles of the various departments/country offices and associated committees are well explained;
- iii. There is maximum value for money through an orderly, efficient and effective execution of procurement activities; and
- iv. Transparency and competition is secured throughout the procurement process.

4.2 Policy Statement

All staff members shall comply with the following general principles:

- i. Procurement of goods, works and services shall be undertaken using an appropriate procurement method as stipulated in this manual or in accordance with donor requirements.
- ii. There shall be transparency in the procurement process.

4.3 Guiding Principles

This manual has been prepared to ensure the fulfilment of the following procurement principles: -

Transparency: All procurements in AFROHUN should be undertaken in a transparent and open manner by ensuring the following actions.

- Publicly stating the organizations procurement intentions.
- Publicly stating the outcome of evaluation processes /outcomes of all bidders who participated
- Advertising procurements on AFROHUN website.
- Publishing evaluation and scoring criteria in procurement documents
- Maintaining an auditable documentation trail of key procurement decisions

Proportionality: This principle will be ensured through the following actions: -

- Ensuring that the level of resources AFROHUN applies to the procurement process should be proportionate to the value, complexity, and risk of the procurement.
- Ensuring that low value and less complex contracts are procured using more streamlined processes. However, the procurement department or any other department involved should ensure that quality standards are not compromised. All must still ensure that they comply with the other principles of transparency, discrimination, and equality treatment.

Non- discrimination: The principle will be implemented through the following actions;

- The specification and bidding process must not discriminate against or favour any particular provider or group of providers.
- AFROHUN evaluation should apply objective evaluation criteria and weightings to all bids
- AFROHUN procurement process should not give any advantage to any market sector or nationality/ geographical background except where donor agreements specifically required so.
- In awarding a contract, officers should consider how the potential providers meet the objective evaluation criteria, not what sort of organizations they are or where they are from.

Equality of treatment: AFROHUN procurement shall ensure that all potential providers are treated the same throughout the process. This means that AFROHUN must;

- Provide the same information to all potential providers at the same time; and
- Specify rules of engagement and evaluation criteria in advance of provider involvement and apply them in the same way to each potential provider.

Conflicts of Interest: This principle shall be ensured through;

- All stakeholders of AFROHUN being aware of potential conflicts of interest in the tendering process.
- All stakeholders of AFROHUN taking appropriate steps to avoid identified conflicts of interest.
- AFROHUN management putting in a place a system of managing conflict of interest

Expertise and Probity: This principle will be ensured through;

- Department within AFROHUN ensuring that staff involved in purchasing or placing contracts are familiar with the guidelines contained in this manual.
- Budget holders to ensure that there is segregation of roles on officers doing the requisition and those to approve the requisitions.

Sole Suppliers: This principle will be ensured through;

- Ensuring that where it is necessary to deal with a sole supplier, service provider or contractor, arrangements, which provide the best value for money, should always be carefully negotiated. This can be done through instituting a multi -skilled teams.
- Ensuring that departments take extra care when they are faced with a single source scenario, and it should be adequately justified.
- Ensuring that open ended arrangements with such sole suppliers, service providers or contractors is not encouraged all the time unless there is compelling justification.

Statutory Provisions: This principle will be ensured through;-

- Ensuring that before awarding a contract, AFROHUN ensured that tenderers have regard to statutory provisions relating to taxation requirements of each country AFROHUN operates in;
- AFROHUN should ensure that tenderers have legally binding documents.

Collusive Tendering: This principle will be ensured through; -

- AFROHUN and its staff and Board of Directors watching for any anti-competitive practices such as collusive tendering.
- AFROHUN senior management putting in place a system to penalize collusive practices once detected among bidders. This could involve suspension for a period of 1 year or termination of future engagements within AFROHUN altogether.

Criminal Convictions: The principle will be ensured through;

- Ensuring that tenderers who have been convicted or involved in serious organized crime, fraud, corruption or money laundering as determined by a competent authority are not considered in procurement.
- AFROHUN working closely with government agencies to prosecute serious criminal actions of its staff especially those that affect severely the human beings intended to be served by a particular procurement.

4.4 Procurement Structure and responsibilities

For the purposes of this manual, the procurement structures in AFROHUN shall be composed of the following players/stakeholders:

4.4.1 The Procurement Committee

The Procurement Committee shall be established constituting AFROHUN staff at the Regional Secretariat and approved by the Board. The current procurement committee shall comprise the Regional Finance and Administration manager, the Senior Regional administrator, the coordinator technical program and training and any other co-opted staff member depending on the area of competence when procuring. The Procurement Committee will serve for three years. The Committee shall review and examine certain procurement above the specified threshold, actions and render related advice. It has the authority to question any aspect of a proposed contract or purchase. The Committee reviews and examines, prior to approval of procurement actions, the following transactions initiated and renders related advice:

- All purchases and contracts (under competition or direct procurement) involving commitments in respect of a single request or a series of related requests.
- All framework agreements and standing orders, including renewals/extensions/expansions/amendments.
- All procurement actions that are recommended for award and do not adhere to procurement policy and procedures.
- The committee shall review the roster of potential suppliers/prequalification list on a regular basis.

The role of the Procurement Committee will primarily be:

- a) Adjudication of the procurement process of AFROHUN assets.
- b) Approving procurement procedures.
- c) Approving bidding and contract documents.
- d) Award contracts.
- e) Recommend for delegation of a procurement function by the responsible authorization level whenever need arises. The Committee may request the attendance of representatives from other offices/external parties when agenda items require their presence.

Members shall declare a conflict of interest, if any, and have no financial or personal interest with prospective suppliers that may infringe upon the principles of transparency, independence, and fairness of the Committee proceedings.

Committee recommendations shall be based on a simple majority (the Chairperson and three members). All members shall sign on the minutes and indicate their respective recommendation. In case a member has a dissenting opinion, he/she shall indicate his/her position and justification.

Once a decision is made by the Procurement Committee, the authorized person according to the authorization level below shall approve the selected supplier and the required documents are returned to the Administrator for processing.

4.5 Procurement Methods

Overview

This chapter describes the methods and thresholds applicable for all procurements in AFROHUN. The choice of the methods is determined by the nature and value of the procurement, the timing and urgency of the procurement and the prevailing conditions at the time of procurement, and the availability of providers in the market for particular procurement requirements. AFROHUN uses the following types of procurement methods;

4.5.1 Micro -Procurement

This method relates to small purchase with micro procedures which are relatively simple and informal. Micro procurement can be for securing supplies and services, or other property that do not cost more than US\$ 500 for Secretariat and for country offices.

This method will involve the following: -

- I. Seeking a request for quotation from at least three providers. In case the number of providers cannot be three, a decision will be made on a case-by-case basis.
- II. Submitting a required form where applicable or seeking authorization where a prior form is not applicable.
- III. Encouraging competition while seeking price or rate quotations by ensuring it is obtained from an adequate number of qualified sources to ensure that the selection process is competitive in accordance with these policies.

- IV. Micro-procurement may be made without obtaining competitive quotations if the agency determines that the price to be paid is fair and reasonable. (e.g. based on recent research, experience or purchases). Written quotations and purchase orders may be used and are encouraged but are not required.
- V. To the extent practicable, the organization shall distribute micro purchases equitably among qualified vendors.
- VI. Bid splitting or transaction splitting for merely applying the use of micro-procurement shall be discouraged.

4.5.1.1 Procedures

AFROHUN shall follow the procedures for micro-procurement as laid out in **section 4.5.7:**

4.5.2 Restricted bidding (from prequalified list)

Restricted tendering is a procurement method that limits the request for tenders to select number of suppliers, contractors, or service providers.

AFROHUN shall conduct a general pre-qualification exercise at least after every two years for the Secretariat using the prequalification document to be developed by administration department or the assigned section. The Country offices shall be exempted from the prequalification exercise given the small nature of the procurements and shall continue to use the prequalified list of the University where they are operating from except for Uganda country office. To be registered, suppliers must meet the following minimum requirements:

- Legal capacity to enter into a contract.
- Products / services offered are of interest to AFROHUN and / or the company holds the necessary professional and technical competence.
- Company has a minimum of two years' experience as an established business
- Financial standing as evidenced by submitting the last two years' audited accounts or its equivalent
- Company accepts AFROHUN's payment terms
- Registration form is fully completed and signed by company authorized official
- Any requested documents are completed and returned to AFROHUN

4.5.2.1 Maintaining Pre-Qualification of Suppliers & Service Providers

Prequalification of suppliers and service providers shall be based on their financial and technical capacity, evidence of similar works undertaken and the qualifications of staff shall be undertaken every two years for the Secretariat for common user items/ frequently procured items, such as computers, office supplies and equipment, vehicles, communications equipment, software, etc consulting and non-consulting services and works.

The administration department shall be responsible for gathering prices on common user items. The average prices for items shall constitute the basis for determination of the estimated cost of items for budgeting purposes.

Upon completion of the prequalification exercise, AFROHUN shall generate a comprehensive list of providers of various goods/supplies services and work and this list shall be placed in the Intranet for ease of reach.

4.5.2.2 Use of Prequalified List of Suppliers & Providers

Procurement personnel (Administration department at the Secretariat and Country administrators at country offices) will have a registry of suppliers as the main supplier database for all forms of procurement undertaken stored on the Intranet. The registry/database will be made available to senior management, auditors, consultants and partners when required. Under restrictive bidding invitations for bids/quotations shall be restricted to the prequalified list only.

All pre-qualified providers will be invited to submit bids. Common supplies like stationery and consumables will be aggregated and procured annually through framework contracts to enable implementing agencies to place orders for urgently needed supplies at short notice, at a competitive price. All framework contracts signed at the country offices must be approved by the Procurement committee at the Secretariat.

4.5.2.3 Expression of Interest

Expression of interest is a form of pre-qualification for consultancy services and shall apply to pre-qualification of consultancy firms; and individual consultants who may be required to provide specialized services to AFROHUN.

The Expression of Interest shall be based on the capability and experience of a consultant (firm or individual), taking into account:

- a) Experience in similar assignments
- b) Performance on previous assignments
- c) The qualifications and experience of personnel
- d) Litigation record
- e) Any other non-prohibited criteria as deemed fit

The list of firms or individuals who have been prequalified for consultancy services through expression of interest shall be displayed or distributed to key offices involved in the procurement process where necessary.

The Procedures for restricted bidding are set out in **section 4.5.7** below.

4.5.3 Open Bidding

The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost re-imbursment type contract is awarded. It is generally used when conditions are not appropriate for the use of restricted bidding or small purchase procedures (Micro-procurement). If this method is used, the following requirements apply:

- i. Request for proposals will be publicized by any other means other than in newspapers and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals shall be honoured to the maximum extent practical;
- ii. Proposals will be solicited from an adequate number of qualified sources.
- iii. AFROHUN shall evaluate responses to its solicitations and select awardees in accordance to the procedures;
- iv. Awards will be made to the responsible firm or individual whose proposal is most advantageous to the organization with price and other factors considered; and
- v. AFROHUN may use the competitive proposal procedures for qualifications-based procurement of architectural/engineering, professional services whereby competitors' qualifications are evaluated, and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation.

The procedures for Open bidding are set out in **section 4.5.7** below.

4.5.4 Direct Procurement

This procurement through solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate. Procurement by non-competitive proposals may be used only when the award of a contract is infeasible under small purchase procedures, sealed restricted bids or open bidding proposals and under one of the following circumstances applies:

- i. The item is available on from a single source.
- ii. For tasks that represent a natural continuation of previous work carried out by an entity
- iii. The emergency nature for the requirement will not permit a delay resulting from competitive solicitation.
- iv. The funding source specifically authorizes the use of direct procurement; or
- v. After solicitation of a number of sources, competition is determined inadequate.

All direct procurements at the Secretariat and country offices should be reviewed by the procurement committee.

The procedures for Direct procurement are set out in **section 4.5.7** below.

4.5.5 Framework Contracts

A framework contract is an agreement between one or more bidders, the purpose of which is to establish the terms governing specific contracts which may be awarded during a given period, particularly as regards the duration, subject, price, implementation rules and the quantities envisaged. In instances where frame work contracts are used in contracting, the following will need to be taken into consideration: -

- i. The duration of such contracts will not exceed one year, save in exceptional cases justified in particular by the subject of the framework contract and approved by the procurement committee.

- ii. The procurement committee may not make undue use of framework contracts or use them in such a way that the purpose or effect, is to prevent, restrict or distort competition
- iii. Framework contracts shall respect the principles of transparency, proportionality, equal treatment, non-discrimination and of sound competition.
- iv. The procurement committee shall, where appropriate approve the use of a framework contract for the frequent procurement of regularly required items

4.5.6 Other Requirements

In addition to the procurement procedures outlined in the above sections for AFROHUN procurement manual, donor procurement regulations which are outlined in the agreement will be followed.

Ineligible suppliers

AFROHUN has zero tolerance against suppliers that engage in proscribed activities. Vendors or suppliers that engage in these proscribed activities are sanctioned and are usually listed on various platforms.

For all procurements the procurement agent (Regional Administrator/Country administrator) screens supplier through SAM and Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury or United Nations Security designation list to confirm they are not prohibited using the following links; SAM: <https://sam.gov/content/exclusions> and Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury at <https://sanctionssearch.ofac.treas.gov/> or the United Nations Security designation list (online at: <https://scsanctions.un.org/search/>

4.5.7 Procurement Procedures

Micro Procurement <\$500	Restricted Bidding / Small purchase procurement >\$500 - <\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
<ol style="list-style-type: none"> 1. User fill in a purchase request Form and submit it to the Regional Administrator/ her designate. 2. The Regional Administrator/her designate confirms funds availability with the Head Finance before she contacts the vendor/ supplier. For the purposes of country offices, the Country Administrator shall confirm availability of 	<ol style="list-style-type: none"> 1. Follow steps 1- 4 2. Procurement committee sits and agrees on the best supplier. Provide minutes, evaluation forms and conflict of interest declaration to the Regional Administrator. 6. Regional Administrator prepares a Local Purchase Order (LPO) and signed as per AFROHUN table of authority (table 3.3 page 7 in the finance manual). 8. Once goods/services are delivered the 	<ol style="list-style-type: none"> 1. Requesting department drafts the Terms of reference and fills in a purchase request form. 2. Follow steps 2-4 3. Evaluation of technical proposals by procurement committee 4. Evaluation of financial offers by firms above threshold of technical qualification done by procurement committee 5. Evaluation report reviewed by the Chief Executive Officer 	<ol style="list-style-type: none"> 1. Request for proposals publicized by various means like newspapers, website or social media 2. Proposals solicited from an adequate number of qualified sources 3. Selection committee shall sit to analyze the submitted bids 4. Selection committee to sign conflict of interest declaration form and selection committee decision form 5. Recommended vendor verified by the regional 	<ol style="list-style-type: none"> 1. Follow steps 1-4 2. Justification memo for use of one vendor filled by the Regional Administration and reviewed by the procurement committee. 3. Follow steps 6-14 for purchases >\$500<\$10,000

Micro Procurement <\$500	Restricted Bidding / Small purchase procurement >\$500 - <\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
<p>funds and contacts the vendor.</p> <p>3. Regional Administrator obtain filled Vendor information form for first time purchase/ till vendor is profiled along with the quotation and submits them to the Accountant.</p> <p>4. Accountant verifies vendor by signing off the vendor form after carrying out SAM/OFAC/UN security sanctions check.</p> <p>5. Regional Administrator</p>	<p>Regional Administrator checks them and confirms specifications matches those on the purchase request form</p> <p>9.Regional Administrator prepare a payment request and forward all documentation to the accountant for advance (before job completion) or full payment (after job completion).</p> <p>10. The Accountant prepares the payment voucher after verifying all the documents and submit it along with the payment request to Head Finance for authorization of the payment request.</p>	<p>6.Negotiations with highest ranked firm if applicable and signature of the contract.</p> <p>7. Follow steps 8-14 for purchases >\$500<\$10,000</p>	<p>administrator / designate through SAM/OFAC/UN security sanctions check.</p> <p>6.Regional Manager Finance and Administration signs off all documents</p> <p>7.Regional Administrator prepares a Local Purchase Order and signed off per as per AFROHUN table of authority (Table 3.3 page 7 in the finance manual)</p> <p>8. Follow steps 8-14 for purchases >\$500<\$10,000</p>	

Micro Procurement <\$500	Restricted Bidding / Small purchase procurement >\$500 - <\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
<p>contacts the selected vendor and confirms delivery of goods/services.</p> <p>6. Once goods have been received, the Regional Administrator prepare a payment request and forward all documentation to the accountant for advance (before job completion) or full payment (after job completion).</p> <p>7. The Accountant prepares the payment voucher after verifying all the documents and submit it</p>	<p>11.Once Head Finance authorizes the payment request, the payment voucher along with all other supporting documents are submitted to the Regional Program Manager and Chief Executive Officer for approval.</p> <p>12.Once the payment voucher is fully approved, the payment is then initiated in the system/cheque written by the Accountant and authorised by Regional Manager Finance and Administration or Head Finance and approved by Chief Executive Officer and the Deputy Chief Executive Officer</p>			

Micro Procurement <\$500	Restricted Bidding / Small purchase procurement >\$500 - <\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
<p>along with the payment request to Head Finance for authorization of the payment request.</p> <p>8. Once Head Finance authorizes the payment request, the payment voucher along with all other supporting documents are submitted to the Regional Program Manager and Chief Executive Officer for approval.</p> <p>9. Once the payment voucher is fully approved, the</p>	<p>who are the account signatories.</p> <p>13. Once payment is completed the Accountant obtain a receipt from the vendor and attach it on the voucher.</p> <p>14. The Accountant then files the payment voucher.</p>			

Micro Procurement <\$500	Restricted Bidding / Small purchase procurement >\$500 - <\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
<p>payment is then initiated in the system/cheque written by the Accountant and authorised by Regional Manager Finance and Administration or Head Finance and approved by Chief Executive Officer and the Deputy Chief Executive Officer who are the account signatories.</p> <p>10. Once payment is completed the Accountant obtain a receipt from the vendor</p>				

Micro Procurement <\$500	Restricted Bidding / Small purchase procurement >\$500 - <\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
and attach it on the voucher. 11. The Accountant files the payment voucher.				

4.5.8 Procurement Documentation for various methods and Approvals

Micro Procurement < \$500	Restricted Bidding / Small purchase procurement >\$500 -<\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
<ol style="list-style-type: none"> 1. Purchase request form (Appendix 2) 2. Vendor Information form and 3 quotations (Appendix 3) 3. Print out of SAM/OFAC/UN Security Sanctions check 	<ol style="list-style-type: none"> 1. Purchase request form 2. Vendor information form and 3 quotations 3. Print out of SAM/OFAC/UN Security Sanctions check 	<ol style="list-style-type: none"> 1.Purchase request form 2. Terms of reference 3.Three (3) vendor quotes-minimum 4.Print out of SAM/OFAC/UN Security Sanctions check 	<ol style="list-style-type: none"> 1. Purchase request form 2. Request for proposal document/ Standard bidding document 3. Three (3) vendor quotes -minimum 4. Vendor information form 	<ol style="list-style-type: none"> 1.Purchase request form 2.Vendor quotes 3.Vendor information form 4. Print out of SAM/OFAC/UN Security Sanctions check

Micro Procurement < \$500	Restricted Bidding / Small purchase procurement >\$500 -<\$10,000	Expression of Interest >\$10,000 - <\$100,000	Open Bidding >\$100,000	Direct Procurement/Non- competitive procurement
4. Payment Request form(Appendix 4) 5. Payment voucher (appendix 5) 6. Vendor receipt	4. Procurement evaluation forms (appendix 6) minutes and signed conflict of declaration forms (appendix 7) 5. Local Purchase order (appendix 8) 6. Payment request form 7. Payment Voucher 8. Vendor receipt	5. Vendor information form 6. Procurement evaluation forms, minutes and signed conflict of declaration forms 7. Local Purchase order 8. Payment request form 9. Payment voucher 10. Vendor receipt	5. Print out of SAM/OFAC/UN Security Sanctions check 6. Procurement evaluation forms, minutes and signed conflict of declaration forms 7. Local Purchase order (signed) or contract 8. Payment request form 9. Payment voucher 10. Vendor receipt	5. Justification memo (appendix 11) 6. Payment request form 7. Payment voucher 8. Vendor receipt
For Country offices First approval: CA Second approval: CM For Secretariat First approval: HF Second approval: RMF&A	For Country offices Reviewer: CM Approval: Dean For Secretariat Reviewer: RMF&A Approval: RPM	Reviewer: RPM Approval: CEO	Reviewer: RPM Approval 1: CEO Approval 2: Board	For Country offices First approval: CM Second approval: Dean For Secretariat First approval: RPM Second approval: CEO

4.6 Procurement thresholds

The procurement thresholds shall follow the AFROHUN table of authority in the finance manual and will change from time to time as long as the financial policies change.

Authority is delegated to a position, not a person, as a result, individuals with acting responsibilities for a position with delegated authority may exercise this authority until the official incumbent resumes his/her position.

4.7 Procurement planning and Budgeting

At the beginning of every financial year, there will be an annual procurement plan for AFROHUN which shall be developed based on the budget of the organization. The plan will be approved alongside the budget.

Each user department in AFROHUN secretariat and the country offices shall prepare an annual workplan based on the needs and functions of that department or country office. The workplan shall be developed through a consultative process of all members in the department/ country offices and should be developed in line with the budgets of that department/country office. The copy of the workplan (signed by the head of department/country office) shall be submitted to the Administration department for use in the consolidation of the entire AFROHUN procurement plan.

The procurement plans may be updated on a needs basis during the course of the financial year; supported with justification.

5.0 TRAVEL

The objective of AFROHUN Policy on Travel is to ensure that expenses for travel are cost-effective and provide a standard of service that is appropriate to the organization. The basic approach for travel reimbursement is that AFROHUN will reimburse the actual cost of lodging, transportation and work-related activities. Meals and incidentals will be reimbursed on the basis of fixed per diem rates as guided by the project funder. The same objectives shall apply to travel both international travel and in country travel.

Policy:

When travel is required, it is the responsibility of AFROHUN staff or intermittent employees to incur travel costs at the least possible expense. Travel arrangements should be made through AFROHUN's administration (the Regional or Country Secretariat) and must comply with the regulations of the related funding agency (USAID, World Bank, ADB etc.) as appropriate.

Travel, both local (national) and international, by AFROHUN staff, members and partners on AFROHUN business, shall, to the extent that is possible be anticipated, put in the annual work plan, and adequately budgeted for.

All travellers shall be reimbursed only for ordinary, reasonable and necessary expenses when engaged in authorized travel.

All cancellations of travel arrangements must be made as cost-effectively as possible.

It is the policy of AFROHUN that all personnel planning international travels on official business should have travel insurance.

5.1 International Travel:

1. Requests for international travel funded by AFROHUN shall be submitted on a Travel Authorization Form (Appendix 9) to the Regional Secretariat at least one month prior to date of travel. The request shall include the purpose of the travel, travel dates, destination and any related travel advance funds requested.
2. This requirement for the one-month notice may be waived in case of vital travel needs that come up unexpectedly
3. The Travel Authorization Forms submitted by the Country Secretariats should be endorsed by the Dean/ Director/Principal.
4. Requests for international travel shall be reviewed and approved within one week of submission. However, for donor-funded travel there could be additional approvals required by the funder that require additional steps. In this case:
 - a. The AFROHUN Regional Secretariat shall inform the traveller that their request has been approved internally and that AFROHUN has requested travel approval from the donor/funder.
 - b. The AFROHUN Regional Secretariat shall submit a request for travel approval to the funder/donor.
 - c. Upon receipt of the approval, the Regional Secretariat shall inform the traveller and the Country Secretariat the travel is approved.
 - d. Travel is only approved once the Travel Authorization Form is signed by the Regional Program Manager or his/her designate and approved by the CEO. Without the signed form, **no related travel costs can be incurred.**
 - e. All personnel traveling abroad on official business should have travel insurance provided by the sponsor.
 - f. Upon receipt of the signed Travel Authorization Form, the appropriate AFROHUN Secretariat office arranging the travel for the traveller will purchase air ticket and travel insurance for the traveller.
 - g. For AFROHUN funded travellers, there is the provision for day and night subsistence allowances as based on determined rates stipulated in Chapter 12 of the Financial Manual, section. The traveller shall request these allowances on the Travel Request Form.
 - h. AFROHUN Regional Secretariat shall review the request and process an advance of the requested amount. At the completion of travel, the traveller shall submit a travel expense report and reconciliation of the advance to the designated AFROHUN secretariat office. In a case where the advance is larger than the reconciled expenses, the traveller will reimburse AFROHUN and if the expenses are more than the advance amount, the traveller shall be reimbursed for the amount overspent.
 - i. Reports on travels undertaken shall be submitted to the supervisor within a period of 10 working days after the travel.

5.2 National Travel:

1. Requests for local (national) travel, except for daily routine movements, shall be submitted on a **Travel Authorization Form** to the Regional/ Country Secretariat at least two weeks prior to date of travel. The request shall include the purpose of the travel, travel dates, destination and any related travel advance funds requested
2. This requirement for the two weeks' notice can be waived in case of vital travel needs that come up

unexpectedly

3. Requests shall be reviewed and approved by the Dean/ Director/Principal at the country level and the Regional Program Manager and the CEO at the Regional Secretariat level.
4. For AFROHUN funded travellers, there is the provision for day and night subsistence allowances at determined rates as stipulated in Chapter 12 of the Finance Manual. The traveller shall request these allowances on the Travel Request Form.
 - a. As part of the travel authorization, the Dean/ Director/Principal shall review the request and authorize an advance of anticipated funds in requested amount.
 - b. Upon the completion of travel, the traveller shall submit a travel expense report and reconciliation of the advance to the designated AFROHUN secretariat office. In a case where the advance is more than the reconciled expenses, the traveller will reimburse AFROHUN and if the expenses are more than the advance amount, the traveller shall be reimbursed for the amount overspent.
5. Reports on travels undertaken shall be submitted to the supervisor within a period of 10 working days after the travel. (Appendix 10)

5.3 Mileage charges and reimbursements

The objective of AFROHUN policy on transport/ mileage is to provide for limited use of personal vehicles in the course of carrying out AFROHUN business. AFROHUN staff may be permitted to use personal vehicles to conduct official AFROHUN business when it is in the best interest of AFROHUN to allow such use. The employee will be reimbursed with the actual approved mileage covered for such use.

This is to ensure optimal use of AFROHUN vehicles while ensuring that approved activities are able to continue, and reasonable reimbursement of costs borne by an employee as a result of using their vehicle for approved AFROHUN purposes.

Guidelines and Procedures

- (i) AFROHUN employees may be required to use their privately owned vehicles in order to carry out company duties if a company vehicle or hired vehicle/taxi is not available or convenient to use. Authorized persons who use a private vehicle for official company business (even when it is outside normal working hours) may claim for:
 - Mileage reimbursement paid at the determined AFROHUN rate to cover ALL costs directly related to the use of a personal vehicle such as gasoline, insurance, wear & tear etc.
 - Other related expenses such as parking fees and road /bridge tolls incurred on the trip/s.
- (ii) The following procedure will apply in claiming reimbursable mileage;
 - A qualifying employee will fill in and submit a Mileage Claim form no more frequently than once per month
 - The immediate supervisor will review and approve or amend the Mileage Claim form to ensure that the use of private vehicles is justified, pre-authorized, and in AFROHUN's best interest.
 - The supervisor will submit the approved Mileage Claim form to the Finance Office for payment.

6.0. COMMUNICATIONS AND INFORMATION SHARING

The AFROHUN vision is ‘A global leader in One Health approaches to sustainable health for healthy productive animals, prosperous communities, and productive ecosystems. A cornerstone to achieving this vision is strategic communications.

Policy Objective:

Create an institutional communication environment that promotes professional conduct of communications and fosters information and knowledge sharing within the network.

- i) AFROHUN will endeavour to make use of all available and appropriate, diverse range of communication channels, resources, and technologies to support the achievement of its vision.
- ii) AFROHUN will give more focus to the following domain areas of communication

6.1 Web environment

Policy objective:

AFROHUN shall develop a robust and proactive web environment (technology, resources and controls) to promote productivity while protecting the network from risk due to increased exposure and growth.

- i) The web environment will constitute the network website, country-level web pages on institutional websites, reasonable Internet connection, institutional email domain, social media and guidelines).
- ii) AFROHUN shall invest to develop a web environment that supports professional and efficient delivery on the network’s objectives and projects.
- iii) AFROHUN’s website shall be developed as a One-stop centre for One Health information in the African region. This information will include network activity updates, policy information, teaching/learning resources, and success stories, among others.
- iv) Country Secretariats/Offices shall be supported to create and professionally maintain web pages on institutional websites as will be agreed upon at that level. The decision to create a web page shall be entirely by the Country Secretariat team.
- v) AFROHUN Secretariat staff shall be provided with WIFI and other appropriate connections to the extent within AFROHUN’s means.
- vi) Official work shall be expected to be executed using institutional Internet connection; where necessary and possible staff will be facilitated with top-up for personal Mobile Internet modems/routers to enable them to perform their duties away from office.
- vii) For all official communication, staff shall use the AFROHUN email address, unless in such circumstances as service unavailability.
- viii) A uniform email signature shall be designed by the Head IT for all staff at the Secretariat and country teams.

6.2 Social Media

Social media is a term used to describe web-based tools which provide a platform for users to interact with each other in various ways – by sharing information, opinions, knowledge, and experiences online. Social media involves the building of online communities or networks to encourage participation and engagement. The use of social media is becoming an almost inevitable feature of modern way of conducting business.

Social media platforms open up many new and exciting opportunities if used well. Promoting the work of the AFROHUN network through social media is an excellent, low-cost way to engage stakeholders and build our brand.

Employees, students, faculty and other people involved in the implementation of AFROHUN’s work may contribute to the network’s social media activities, by writing blogs, microblogging (Twitter, Instagram, etc) and running an official social media account for the network in accordance with the standards defined by AFROHUN.

For the purposes of these guidelines, social media refers to any type of interactive online media that allows parties to communicate instantly with each other or to share data in a public forum. This includes but is not limited to sites like YouTube, Vimeo, Flickr, LinkedIn, Instagram, Twitter, Facebook, WhatsApp).

Purpose

These guidelines are designed to help everyone at AFROHUN to use social media in a positive, responsible way, and to protect all staff and AFROHUN from the risk of disclosing confidential information and negative publicity.

Objectives:

1. To empower AFROHUN employees to engage positively.
2. To provide a common framework for the use of social media for all AFROHUN staff and units
3. Provide AFROHUN staff with information concerning the use of, or the development of, any social media application, and to help them get the best out of the tools available whilst maintaining a safe professional environment and protecting themselves, as well as the network from any harm that can arise from their use.
4. Support staff to boost the AFROHUN brand reputation on social media
5. Every employee is a potential brand ambassador; social media guidelines will provide them with the empowerment they need to engage positively, respectfully, and professionally.

The guidelines do not cover every conceivable situation you may find yourself in but provide broad principles that we believe can make your use of social media on behalf of AFROHUN, a comfortable and enriching experience.

These guidelines should be used in conjunction with any other information that may be provided by the AFROHUN Secretariat Communications Office on the use of social media, from time to time.

Specifics of social media use

The following section of the guidelines takes a more specific look at how to successfully and professionally use social media in development program/project work.

Know and articulate your goal:

Before setting up a social media account, define the goals for which you are setting it up. What do you hope to accomplish? With whom are you trying to engage?

In other words, Country Offices especially should consider their message, audiences, and goals for their social media site before establishing one. They will be supported by the AFROHUN Secretariat Communications Office to go through this process.

Creating social media accounts:

At Secretariat level, AFROHUN has Twitter and YouTube accounts as well as Facebook. All Country Managers are required to create and maintain a Twitter as well as Facebook accounts with support from the Head- Communications and Head – IT. Each Country Office will be provided with country-specific logos to use on their accounts/pages. A template for the bio section of the account will be drafted and shared as well.

Disclosure and Transparency:

It will be required that one identifies themselves as an employee of AFROHUN when they discuss company-related matters on social media. On the other hand, if you are posting and expressing your own opinions, please state so by using the following statement: ***“All opinions expressed are my own.”*** You may include in your bio that you are an employee of AFROHUN, if you are ever going to use your personal account to discuss AFROHUN matters.

Be Engaging:

AFROHUN employee, students and faculty may post about benefits of AFROHUN work and projects, interesting AFROHUN facts, share insights, respond to questions and invite suggestions.

Observing confidentiality:

Individuals: While we may post information about individuals in the network or our institutions (regarding their contribution to One Health and other activities/projects we are engaged in, their achievements in professional circles related to the network’s work), it is ethical that we obtain their permission to post this information.

Institutional information: We may not post confidential information about the network (AFROHUN) or the institutions that we work for. This information may be financial, legal, human resource-related, project-specific.

Any communications that AFROHUN employees make in a personal capacity through social media must not:

- breach confidentiality, for example by:
 - revealing confidential information about AFROHUN or;
 - giving away confidential information about an individual (such as a colleague or partner contact) or organisation (such as a partner institution); or
 - discussing the network's internal workings (such as management processes and challenges) or;
 - posting images that are disempowering to a particular community of professions or offensive or links to such content or;
- bring the network into disrepute,
- breach copyright, for example by:
 - using someone else's images or written content without permission or without acknowledgement in the event that permission to use such content has been granted

Be Thoughtful:

If you have any questions about whether it is appropriate to write about certain kinds of material in your role as a AFROHUN employee, university faculty or student ask your supervisor or colleague before you post.

Be Accurate:

Whoever is posting should make sure that they have all the facts before they post. It's better to verify information with a source, a supervisor or a colleague first, than to have to post a correction or retraction later. Citing or linking to original sources of information whenever possible – is good practice. Review content for grammatical and spelling mistakes.

Language of communication:

AFROHUN Country Offices are encouraged to use the official language in their countries as the language for their social media communication. Currently, two languages; French and English are used in the network.

Connect thoughtfully:

Connecting to other social media members and sites builds credibility and community but could also give the unintended impression that the AFROHUN site endorses a certain cause, group, or person. Whoever is managing the social media sites should consider carefully who they “friend,” “follow,” link to or allow into the AFROHUN site and to what extent comments are allowed.

Inspire:

Using uninspiring images as part of our brand is not encouraged. These may include images that portray extreme poverty and hopelessness. While these can be used as part of content to illustrate a message, they should not be used as profile photos or images. While in many of the settings where we work extreme poverty is a reality, we need acknowledge the efforts going on to overcome this situation.

Be ready to contribute regularly:

Commit to regularly posting up-to-date information and responding to comments promptly. In normal times, accounts should be checked at least once every day and updated regularly. For events, in-real time updates are encouraged.

Political speech:

The network does not involve itself in political campaign activities, either directly or indirectly, in support of candidates for any elected public office. It is therefore expected that social media channels set up for AFROHUN work, shall not be used for any political activity nor for comment on political processes.

Network integrity:

Everyone posting AFROHUN-related information on social media platforms, should be aware that what they post reflect on the image of the network and the institutions that they represent. Therefore, they should be sure that what they post will not damage or reflect badly on the network's image and integrity. What is shared in the public domain will remain visible and alive in the memory of many for a very long time. Protect the integrity of AFROHUN network. Remain professional and in good taste and protect AFROHUN's institutional voice.

Be sensitive:

AFROHUN is a diverse network bringing together people from a variety of cultures, disciplines so we need to be sensitive to the fact that not everyone's customs and outlook will be the same as our own. What might feel a perfectly acceptable topic or point of view to you, could seem inappropriate to someone else.

Be

decent:

Be respectful of others and never insult or attack when posting don't use profanity or obscene, threatening, defamatory or discriminatory language. Avoid posting in haste or in anger – whatever you post is going to be public for a very long time, so think about it carefully before you hit the 'send' key.

Respect copyright and other intellectual property rights:

You should never quote anything other than a short excerpt. Instead, link directly to the original source materials. Always attribute the source(s) in your post. If you're using an image, make sure you only use those that have open licenses and attribute the original source. Respect intellectual property, copyright, trademarks, and other relevant laws. If it is not yours, and you do not have permission, do not post it.

Linking social media posts to AFROHUN website links: Linking the two will drive traffic to the website and enhance visibility of other resources on the website.

Logos and Branding

Official AFROHUN logo for social media:

The Secretariat has created country logos which the Country Office teams are expected to use for social media branding. These can be used alongside institutional/university logos.



Partner/donor Logos:

The use of partner/donor logos should be in line with the guidelines issued by the partner/donor agency. Please consult the Head, Communications and Knowledge Management before using any partner logos on your social media platform. USAID does not encourage/allow this, but you can link to their social media sites like Twitter.

Using AFROHUN Logo on personal social media sites:

Use of AFROHUN logo and brand on personal social media accounts is not permitted. AFROHUN staff, students and faculty at AFROHUN partner institutions are therefore advised to desist from using the network logo for their personal branding. However, links to the AFROHUN social media sites are encouraged. You can also mention in your bio that you are an employee of AFROHUN.

6.3 AFROHUN Publications

Policy objective:

AFROHUN is dedicated to the advancement of knowledge, learning, and understanding in the field of One Health. This publications policy formalizes the network's commitment to the effective stewardship and dissemination of publications by network members and staff in pursuit of this goal.

- i. The AFROHUN Regional Secretariat shall develop and use publications for information and knowledge sharing. These publications shall include books, journal articles, newsletters, annual reports, network and project brochures, briefs as well as event-specific publications like posters.
- ii. *Books:* AFROHUN's work generates huge volumes of literature and knowledge that can be shared in the form of books and book chapters. AFROHUN staff and partners shall be provided with the right environment and motivation to contribute to book writing exercises whenever possible.
- iii. *Newsletter:* the newsletter shall be produced in formats accessible to intended targets and users. Country offices shall be required to contribute to the content of the newsletter that will be produced on a quarterly basis.
- iv. An Editorial Board chaired by the AFROHUN CEO shall be constituted to guide the production process of the newsletter.
- v. Other members will be Regional Program Manager, Technical Advisor Francophone, Two representatives from the Country Managers who have demonstrated interest in writing.
- vi. *Annual Report:* an annual report shall be produced showcasing significant happenings and achievements

across the network and its various projects. Content for the annual reports shall be generated and collected from activities, events, and engagements the Regional Secretariat as well as Country Secretariats engage in. Country Secretariats shall submit their content through the Head, Communications.

- vii. *Brochures and Briefs*: In-country publications including brochures and briefs shall be encouraged and shall be produced with the technical support and guidance from the Regional Secretariat through the Head, Communications. Network-wide brochures and briefs will be designed and produced by the Secretariat.
- viii. *Scientific Publications*: Staff at the Regional Secretariat as well as the Country Secretariat shall be encouraged to engage in scientific writing and publishing in peer-reviewed journals and presentation at conferences.

6.4. Media Relations

Policy objective:

To establish a framework for managing communication between the network Secretariat and country offices, and the media with the aim of ensuring coordinated, fact-based, accurate and reliable news coverage and create media platforms for enhancing public understanding of One Health in the region and beyond.

- i) AFROHUN shall make use of existing mass media outlets to share its work with the public and stakeholders. Existing media networks and contacts at Regional Secretariat and Country Secretariat shall be harnessed and utilized. Mass media practitioners shall be engaged for news coverage of major events, press briefings as well as conduct interviews with individuals of interest within the network. Country Managers shall be charged with ensuring that the information media practitioners collect is credible.
- ii) AFROHUN shall take advantage of prevailing issues in One Health as an opportunity to engage the media.
- iii) For record purposes, newspaper reports shall be cut out and filed to keep track of AFROHUN in the news.
- iv) Where necessary and possible, AFROHUN shall be organizing training events for select media practitioners as a way of building capacity and enhancing knowledge in One Health.

6.5. Templates

Policy objective:

- i) To ensure uniform and consistent visual presentation of the AFROHUN brand across the network
- ii) For standard presentation of the AFROHUN brand across the network and to partners, standard templates for PowerPoint presentations, periodic reporting, banners and other promotional materials and websites, shall be developed by the Head, Communications and Knowledge Management and approved by Core Management (Appendix Comm1). All Country Offices shall

be supplied with and required to use the provided templates.

- iii) Country Offices shall meet the costs of printing the promotional materials.
- iv) The templates shall be reviewed and revised from time to time as need may arise.
- v) Guidelines shall be provided for the use of the AFROHUN logo and partner logos shall be used depending on the requirements of respective projects.

6.6. Photography and Videography

Policy Objective:

To maximize the communication potential of video and photography in telling the One Health story, sharing experiences as well as educating the public, while protecting the rights and freedom of others.

- i) Photographs and videos used in AFROHUN communications shall only be used after obtaining consent (written or oral) from the people featured therein. This will mainly affect community members and participants in AFROHUN exclusive events like trainings. Group consent will be sought where applicable. For events like conferences, national day celebrations, international day celebrations, public campaigns, no such consent will be sought.
- ii) The AFROHUN Photo/Video consent form (Appendix Comm2) shall be shared with network members. Filled-in consent forms shall be kept for a period of 53 years.
- iii) At the Secretariat level, the Head Communications, and the Head IT, shall create and maintain an up-to-date photo and video library. Country Secretariats shall be required to create dedicated digital space for storage of photographs and videos and when required shall share these with the Regional Secretariat, for the design and production of network-wide communications, public relations, marketing and dissemination materials and products.
- iv) Videos and photographs used shall accordingly be accredited.
- v) Use of photographs and videos by AFROHUN partners for purposes other than that originally intended by the originator (country office), shall be by request from the Head Communications. A request form shall be designed for this purpose.
- vi) Where needed, the services of a professional photographer shall be procured using the laid out procedures at both Country and Regional levels.

Video documentaries showcasing achievements of AFROHUN network shall be produced as and when deemed necessary by Core Management in consultation with the Leadership Summit and Country Managers as circumstances may dictate. However, project activity-specific documentaries at country level can be engaged in

6.7. AFROHUN Visibility

Policy Objective:

- (i) To position and enhance the recognition of the AFROHUN brand and its projects as a regional convener and global leader in One Health approaches.
- (ii) AFROHUN visibility shall be ensured through network-organized and ‘at-invitation’ events and engagements. These may include workshops, conferences, symposia, seminars, public campaigns and webinars, among others. They may or may not involve network members giving speeches or facilitating sessions. Where feasible, AFROHUN pull-up banners, teardrops and hoist-banners shall be used.
- (iii) To enhance visibility at such, network members shall be required to use the standard branded presentation templates (where one has to make a presentation or facilitate a session), carry and share brochures, annual reports, newsletters, briefs and any other materials as determined necessary.
- (iv) *Business Card*: AFROHUN-paid staff at Regional Secretariat and Country Offices shall be required to use AFROHUN-branded business cards in addition to any other institutional ones. Templates shall be provided to the country offices. Production shall be under the guidance of the Secretariat.
- (v) *Co-branding*: Co-branding opportunities shall be actively sought and taken advantage of to enhance the AFROHUN brand. Such opportunities shall be presented to Core Management for approval and where necessary and feasible, to the Board.

7.0. KNOWLEDGE MANAGEMENT AND INTERNAL COMMUNICATION

Introduction:

AFROHUN is committed to active reporting, information sharing, and monitoring and evaluations to assure technical excellence. AFROHUN’s ability to reach out to its stakeholders depends on how well it acquires and shares knowledge effectively across the network. The AFROHUN network deliberately takes time to upgrade its systems around the issue of knowledge sharing. So far, an investment has been made in video conferencing and tele-conferencing equipment. Furthermore, networking and sharing ability is being strengthened within the network.

- (i) AFROHUN shall encourage and where possible and necessary assist the member institutions to obtain financial and technical support to document success stories and challenges experienced by them with respect to the One Health agenda.
- (ii) AFROHUN shall encourage and where possible support joint publications by members
- (iii) Authorship for publications and technologies developed by members shall be appropriately recognized
- (iv) AFROHUN shall endeavour to train relevant staff and where necessary on documenting successes
- (v) There shall be regular updates on the network website on data collected by the Regional Secretariat and on new knowledge materials acquired by the Secretariat

Whilst knowledge management systems are being developed a number of low cost solutions are in place to ensure a minimum level of information sharing in the interim.

These cover the following topics, set out on the next pages: Internal management reporting and coordination ·

- Web Based Sharing
- Documentation

A) Internal Management Reporting and Coordination

Purpose: To ensure coordination and sharing of information across countries and programs by keeping management and colleagues up-to-date on activities and progress toward objectives

For Process and tools (*Refer to Section 3.3 above*)

B) Web Based Sharing

Purpose

As a means of sharing information; a server has been set up at the Regional Secretariat. Country offices will be connected so that web-based document sharing can occur (This is work in progress) by using this web-based technology, the AFROHUN network members will be able to effectively share resources and knowledge across offices and departments.

Access

Access will be granted to all AFROHUN employees on the AFROHUN domain with a valid authorization from any computer with internet access. Any violation or abuse of usage will be terminated. . Options for logging in across the continent will be given as and when required.

Documents...

The AFROHUN network filing and documentation system is a work in progress. Details of how and where information should be stored are generally described below.

FINANCE & ADMINISTRATION	Proposals, concept papers, pipelines, past performance references, templates, personnel files, budgets, work plans etc.
MONITORING & EVALUATION	Core indicators, donor reports, program evaluations, reports etc.
GRANTS & RESOURCE MOBILISATION	Business plan tools, grants, RFAs, List of partners, Snapshots of projects, strategic plans and operational plans, donor events etc.

COMMUNICATION	Communication strategic plans, sector diagnostics, feasibility studies, templates, policies & guidelines, contact information
TRAINING & RESEARCH	Orientation guides, training resources, list of trainees, alumni, curricula, teaching guides, training plan, strategy and activity concepts etc. Research proposals and papers including methodology phases, findings, outcomes, research agenda,
CALENDAR OF EVENTS	Regional Events, Global Events, Country Specific Events
REGIONAL PROGRAM MANAGER's OFFICE	Specific Events, Contact information, memos, Organizational Information, etc.

c) Responsibility for web-based application & Documentation:

All employees are responsible for keeping the sites updated with (where possible) final versions of relevant documents – i.e. country managers should ensure that their employee information is up to date, project managers should upload final versions of donor reports and all relevant information.

The IT Department is responsible for all user account setup, security and backups. Those in the field who do not have access to the internet are requested to request the Communications department for information that they may require while in the field. Your requests will be immediately forwarded to the IT department.

Include tools and capacity building in process capture, documentation and storage.

8.0. RECORDS MANAGEMENT

AFROHUN shall maintain a combination of manual and electronic filing system. A filing system is the central recording system.

- (i) The Regional Administrator and the Country Administrators or designated personnel shall take responsibility for the proper management of the administrative records of AFROHUN. Managing the accounting records at the Regional Secretariat shall be the responsibility of the Head Finance or designated personnel, while at the Country Secretariats the responsibility shall be with the Country Administrators.
- (ii) All soft copies of AFROHUN documents shall be backed up
- (iii) Systematic back up of the documents shall be done monthly by the respective department
- (iv) There shall be proper documentation of vital records, including minutes, activity reports, budget utilization reports, audit reports, contracts, materials acquired, publications, etc, both in hard and soft copies.
- (v) Filing and retention of financial documents must be compliant with audit requirements as

stipulated in Chapter 13 of the Finance Manual.

Under the manual method of storing data, filing cabinets, shelves and box files shall be utilized. A coded filing system shall be adopted whereby documents must be filed for easy recognition, retrieval and use.

Under the electronic filing method, computer files and the data they contain will be stored both on computer hard disks (Personal and server), and other storage methods like memory sticks and cloud system, to make it easy to access. Electronic data will encompass not just personal data held on databases but for example, emails, web pages, letters and other documents received electronically.

The filing shall be done under any of the methods listed below;

- By subject/ Category
- Alphabetical order
- Numerical order
- Places /geographical order

The Senior Regional Administrator or designated personnel shall ensure the following procedures to maintain an accurate filing system.

Documents shall be sorted according to categories and clusters.

- Each category shall be given a name
- A list of categories shall be generated
- The Senior Regional Administrator shall draw up a filing index so that all staff can understand the system as well as find information needed.
- The filing index will list all categories and sub- categories in the order they are filed.
- The key shall be placed in an accessible place to enable easy access to filed information.

To prevent loss of files, a file out – register shall be maintained in which the under-listed details shall be reflected: Name of the file/ document, who borrowed the file/ document and date borrowed, Date of return.

- A file out card shall be used in the filing cabinet. It shall be put in place of the file that has been borrowed. The file out card shall have the same information as in the file – out register. In order to safeguard files that are kept in soft copy, the Administrator or designated personnel shall ensure regular backups of these documents/ files.
- When the Receptionist or designated personnel receives a letter or document, it shall be recorded in the mail received register and date stamped.
- Thereafter the letter/ document shall be forwarded to the person who has to handle it.
- The Regional Administrator will then follow up to see that the document/ letter has been acted upon and returned for filing.
- Filing shall be done regularly to ensure that documents are never misplaced.

Human Resources Information Systems

The Head-Operations or designated personnel in charge of Human Resources shall maintain up-to date

information systems on the various staff under their jurisdiction. The system shall cover the following information among others:

- i. Current designation
- ii. Updated Curriculum vitae, with copies of testimonials on academic/professional qualifications
- iii. Place of deployment
- iv. Emergency (Next of Kin) contact information
- v. Capacity development programs undertaken
- vi. Reports of annual staff performance appraisals

Staff personal files shall be kept confidential and shall be stored in a locked cabinet.

9.0. HEALTH AND SAFETY AT WORK

AFROHUN will endeavour to provide and maintain a working environment that is as far as reasonably practicable, safe and without risk to health.

Appropriate safety-training, devices and protective clothing will be provided where necessary and any other guidelines on this topic will be shared with AFROHUN staff.

Employee Responsibility

An employee has a responsibility to:

1. Notify the AFROHUN personnel designated to handle human resource of any medical conditions or illness that may adversely affect his/her performance or the health and welfare of others. However, no employee is under obligation to disclose their HIV/AIDS status to anybody. Details on HIV/AIDS are incorporated in the HIV/AIDS Policy in Section 5.10 of the Human Resources manual .
2. Never work in a manner which is dangerous to one or others.
3. Not intentionally or recklessly interfere with or misuse anything provided by the organization in the interests of health and safety.
4. Adhere to agreed procedures for safe working; observe any safety rules or instructions relevant to particular work or location and to use safety equipment and protective clothing provided.
5. All clothing worn for work must be decent, suitable and sensible for the particular working environment.
6. Report to the AFROHUN personnel designated to handle human resource and the immediate supervisor any hazard, accident or dangerous occurrence which has caused or might cause injury or damage. This should be done in writing as soon as it occurs or is sighted.

An employee who abrogates health and safety responsibility commits an offence that may lead to a disciplinary action.

Accidents and dangerous occurrences at Work

Any accidents or dangerous occurrences at work, which cause injury or damage or put persons or property at risk, must be reported immediately. Staff who use company vehicles must observe provided guidelines and must not misuse the vehicles.

First Aid

All staff must know where the nearest First Aid box is situated and the name of the qualified First Aid staff at their location. Administrators are in charge of the First Aid boxes.

Fire

Every staff must ensure that he/she is familiar with the organisation's fire procedure. It will be an offence to obstruct an emergency exit whatever the reason. Emergency exits shall be maintained and shown to all new staff including explanation of the fire alarm procedure. A staff member who has any physical or hearing disability which could affect either the speed or ease with which they leave the building should notify AFROHUN on or before the first day of employment with AFROHUN

Access Keys

Any employee who has been issued with such a key or card is responsible for the safe custody of it at all times. Locations where access is restricted will be marked and persons who are allowed to access those locations will be issued with access keys or cards.

No employee shall lend an access key or card to a member of the public or to another staff member, or allow any unauthorised person to gain access to a restricted location. It is an offence for an employee without authority or any reasonable excuse to be in a restricted location. It is also an offence for a member of staff to give away their access keys to anybody else.

If such a key or card is misplaced or lost it must be immediately reported to the Administration / Security.

It is the duty of every employee to question the access to a restricted location by any stranger, suspicious character or unauthorised staff. **Any such unauthorised access if sighted must be reported immediately to the Administration / Security Office.**

APPENDIX 1: CURRENT AFROHUN ORGANISATIONAL STRUCTURE(to be inserted after update)

APPENDIX 2: PURCHASE REQUEST FORM

Subject of procurement
 Location of Delivery
 Date Required
 Budget code Project
 Balance of Item Remaining

Item No	Description of specifications	Quantity	Unit of Measure	Estimated Unit Cost	Estimated Total cost
Total Cost					

Prepared by..... Date.....

Confirmed by.....Date.....

Approved by..... Date.....

Payment Request form

AFRICA ONE HEALTH UNIVERSITY NETWORK

Requested by: ..Bona.....Position: .Country Admin.....

To: ..Country Manager/Head Finance.....

Country: Project Name:

Date:

Budget code:

Payee:

Purpose of Requisition:

Amount requested:.....

Amount in words:
.....
.....

Verified by:
(Name)

.....
(Signature/date)

Approved by:
(Name)

.....
(Signature/date)

Payment Voucher

No.....

Country: Date:

Mode of payment & currency: ...Cash/chq/T.. Cheque No.....

APPENDIX 5: PAYMENT VOUCHER

Grant/project No/Name.....

Payee:

Description/Particulars	Amount in local currency	Exchange rate	Amount in USD (\$)
Transport allowance for			
TOTAL			

Amount in words:

Budget code	Budget amount remaining	Amount of current payment	Balance amount

Prepared by:
(Signature) (Name/Date)

Authorized by:
(Signature) (Name/Date)

Authorized by:
(Signature) (Name/Date)

Received by:

APPENDIX 6: EVALUATION FORM-PREQUALIFICATION

REPORT OF ASSESSMENT AND PRE-QUALIFICATION EVALUATION

Procurement Reference Number			
Country	Supplies/Works/ Non-consultancy services	Financial year	Sequence number

1. INTRODUCTION

(1) PRE-QUALIFICATION FOR SINGLE REQUIREMENTS

(a) The requirement is for [*Subject of procurement*] _____

(b) The procurement method used and approved by the Procurement Committee was [*open domestic bidding/open international bidding*] with pre-qualification.

(2) PRE-QUALIFICATION FOR A GROUP OF CONTRACTS

The pre-qualification is for a group of contracts for [*subject of procurement*] _____.

2. DETAILS OF INVITATION

(1) The pre-qualification document was approved by the Procurement Committee on [*date*] _____.

(2) The pre-qualification notice was advertised on [*date*] _____ in [*name of newspaper/publication*] _____.

3. DETAILS OF BID CLOSING

(1) Bidding was closed on [*date*] _____ at [*time*] _____ at [*location*] _____.

(2) The receipt of pre-qualification submissions was recorded and _____ attached.

4. DETAILS OF BID OPENING

(1) A public bid opening was held at [*location*] _____ on [*date*] _____ at [*time*] _____.

(2) The bid opening and attendance was recorded and is attached.

5. DETAILS OF EVALUATION COMMITTEE

The Evaluation Committee approved by the Procurement Committee on [*date*] _____ comprised:

[Name]_____ [Designation and Department]_____

[Name]_____ [Designation and Department]_____

[Name]_____ [Designation and Department]_____

[Name]_____ [Designation and Department]_____

6. DETAILS OF EVALUATION

(1) All pre-qualification submissions received were evaluated against the criteria stated in the pre-qualification document/notice.

[Give a brief narrative on the result of the evaluation and detailed justification with reasons why any pre-qualification submissions were declared nonresponsive.]

(2) On the basis of the pre-qualification criteria stated, _____ [number] providers are pre-qualified and _____ [number] are not pre-qualified.

Refer to the attached table, which summarises the evaluation.

(3) Recommendation

(a) Pre-qualification for single requirements

It is recommended that [number]_____ providers be invited to bid, as listed below:

1.
2.

(b) Pre-qualification for a group of contracts

It is recommended that [number] providers be retained on file as pre-qualified and used on future shortlists for [subject of procurement].

7. DISAGREEMENT BY THE EVALUATION COMMITTEE

The evaluation committee could not reach a unanimous decision on the pre-qualification and this report details the view of the majority of the team.

[Give details of the issues where the team disagreed, the discussions held, the alternative views and the names of those with alternative views].

Signed by the Evaluation Committee:

We confirm that this Pre-qualification Report gives a complete and accurate record of the pre-qualification conducted:

Name: _____ Signature: _____ Date: _____

Name: _____ Signature: _____ Date: _____

Name: _____ Signature: _____ Date: _____

APPENDIX 6: EVALUATION MINUTES FORM

RECORD OF MINUTES OF EVALUATION

MEETING

Procurement Reference Number			
Country	Supplies/Works/ Non-consultancy services	Financial year	Sequence number

Particulars of Procurement	
Subject of procurement	
Location of Meeting	
Date and time of Meeting	

Record of Meeting Minutes

Question asked/ Comment made	Response given

Certification of minutes as a true record of the proceedings of the meeting:

Name: _____

Signature: _____

Position: Chairperson of the meeting

Date:

RECORD OF ATTENDANCE

No	Name and address	Position	Country or department	Signature

Appendix 7: CONFLICT OF INTEREST DECLARATION

Evaluation Committee

Name (of person making the Declaration): [insert name]

Position / title: [insert title]

Organization: [insert name of the organization]

Procurement Project: [insert name of procurement project]

Declaration

I understand my role as a member of this procurement Evaluation Committee, and I make this declaration in good faith. *Select one of the following two options:*

NO CONFLICT OF INTEREST

- I have no actual, potential or perceived conflict of interest in relation to this procurement process and my role as a member of the Evaluation Committee and I undertake to carry out my duties with the highest degree of objectivity and integrity.

CONFLICT OF INTEREST

- I have a conflict of interest.
1. Select the type of conflict of interest:
 - Actual:** This is an existing conflict of interest, for example: you have a close relative who is a director of one of the firms that has submitted a bid/proposal.
 - Potential:** This is a conflict of interest that is about to happen or could happen, for example: you or a close relative is in the process of being hired by or acquiring part or full ownership of a firm that has submitted a bid/proposal.
 - Perceived:** This is a conflict of interest which might be reasonably perceived by others as compromising a person's objectivity, for example: you have a close personal friendship with a director of one of the firms that has submitted a bid/proposal.

2. Describe the circumstances giving rise to the conflict of interest:

--

Signature:	
Date:	

APPENDIX 8: LOCAL PURCHASE ORDER

Serial NO: Date :

TO:

.....

.....

Please supply the following:

Date	Description of Specifications	Quantity	Unit of Measure	Unit price	Amount
Total					

.....

For: AFROHUN (Name and Signature)

Date.....

Stamp.....

Please quote this order No. on your invoice(s)

APPENDIX 9: AFROHUN TRAVEL AUTHORIZATION FORM

Name: Signature: _____

Date of Request: _____ Designation:

.....

Country:

Purpose of Travel:

.....

Project Funded? (Y/N) _____ If Y – which Project:

_____ Proposed Itinerary:

Date	Departure from	Arrive at	Mode of Transport	Vehicle NO where applicable
	Required	Received	Requested Amount	Authorized Advance
Allowance (SDA)	YES/NO	YES/NO		
Per diem	YES/NO	YES/NO		
Total				
Fuel.....				

Other Specify..... Recommendation..... Signature and Date..... Authorization..... Signature and Date.....

APPENDIX 10: AFROHUN REPORTING TEMPLATE

ACTIVITY REPORT

DATE OF REPORT: FROM _____ TO:

DATES OF TRAVEL:

BACKGROUND: PURPOSE/OBJECTIVES OF TRAVEL:

ACTIVITIES/FINDINGS: RECOMMENDATIONS:

ATTACH APPENDICES

APPENDIX 11: JUSTIFICATION MEMO



DIRECT PROCUREMENT JUSTIFICATION

The signed form shall be filed for records and future audits

GENERAL INFORMATION

Country Office/Secretariat:	
Project Name (If applicable):	
Procurement Title:	
Description of Task:	
Procurement Ref. #:	
Name of Recommended Consultant:	
Estimated Contract Value:	
Estimated Duration of Contract:	

JUSTIFICATION FOR PROPOSED SOLE SOURCE

(per AFROHUN Procurement Guidelines 4.5.4 as included in the Operations manual)

a. Is this task a natural continuation of previous work carried out by the firm/ entity?	<input type="checkbox"/> YES <input type="checkbox"/> NO
b. Is this an emergency case, such as in response to a disaster, and for consultant services required immediately following the emergency?	<input type="checkbox"/> YES <input type="checkbox"/> NO
c. Is only one (1) firm qualified, or have experience of exceptional worth for the assignment?	<input type="checkbox"/> YES <input type="checkbox"/> NO
d. Does the funding source authorize the use of direct procurement	<input type="checkbox"/> YES <input type="checkbox"/> NO

Rationale

Background

- A. Provide a summary of the project/procurement
- B. Provide an explanation of the services requested including: 1) name of selected consultant 2) duration of services to be contracted
- C. Include the following sentence: [This request is made in accordance with AFROHUN procurement policies section 4.5.4 of the Operations manual which states:]

“
”

Summary of required services

- D. Include reasons why the consulting services contract cannot be competitively procured
- E. Include market assessment and analysis of alternatives (attach supporting documentation in the annexes if applicable)
- F. Include price-reasonableness analysis (attach supporting documentation in the annexes if applicable)
- G. Include reasons why it is in the best interest of the compact to use direct procurement method to procure the services

Approval/Rejection

Approval	Signature	Name/Title
<input type="checkbox"/> YES <input type="checkbox"/> NO		Procurement committee
<input type="checkbox"/> YES <input type="checkbox"/> NO		Country Manager/Regional Program Manager

Concur with Approval	Signature	Name/Title

<input type="checkbox"/> YES <input type="checkbox"/> NO		Dean/CEO
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Annexes

Attach supporting documentation if applicable