

OFFICE MANAGEMENT & ADMINISTRATION MANUAL FOR LOCAL GOVERNMENTS

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CONTACT, MINISTRY OF INTERIOR

This manual will be revised from time to time, as needed. Any comments about the contents of the manual, or about the Somali translation, can be directed to the Ministry of Interior.

Questions and issues regarding the District Office Management & Administration Manual should be directed to:

Foreword & Acknowledgements

This Office Management and Administration Manual provides guidance for district staff in carrying out their day to day work roles more effectively, with an emphasis on transparent and accountable work practices.

The manual sets out procedures, forms and tools that can be used to carry out important office management and administration processes, such as managing district office assets, proper storage of goods, applying for and authorising travel on district business, managing vehicles and fuel, office procurement, and establishing a filing system, among others.

It is anticipated that it will be useful for all district department staff and department directors. The Executive will also find the manual useful to know what is expected of staff in terms of proper procedures and the required paperwork, in order for staff to be accountable to their supervisors.

I urge all district councils and administrations to implement and utilise this simple and user-friendly guide and call on Mayors, district Executive Secretaries and other district executive committee members to ensure adherence to the procedures and tools provided in this manual.

May I take this opportunity to thank all stakeholders involved in the development of this manual, including UNDP-JPLG.

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List of Acronyms

AIMS	Accounting Information Management System
DAF	Department of Administration and Finance
DC	District Council
ES	Executive Secretary
HRM	Human Resource Management
LG	Local Government
LOI	Letter of Invitation
LPO	Local Purchase Order
MOI	Ministry of Interior
NGO	Non-Government Organisation
RFQ	Request for Quotation

1.0 INTRODUCTION

1.1 Purpose of the Manual

1.1.1 Background

This manual was developed in response to a need for local governments at district level to have some tools and procedures available, in order to more efficiently and effectively carry out their mandated roles and responsibilities.

This manual is based on an earlier document, the 'Administration Manual for District Administrations', prepared in 2010. This manual has been developed as a collaborative process, utilising the skills and knowledge of district administration and finance consultants, as well as incorporating existing tools that are currently being used in some district offices. The manual is intended to be used by staff across all district departments.

1.1.2 Structure of the manual

The manual is structured with procedures in the main body, and relevant tools such as tables and formats included as Annexes. These tools will need to be made available in electronic format as well as hard copy, so that they can be fully utilised in district offices. It is recognised that currently there are different variations of forms and tools being used in district administrations, the manual aims to provide some standardisation to these tools, as they are utilised across the districts. The tools can be customised, for example, to include the district name and logo. However, it is anticipated that the tools will be used as they are presented in this manual, as far as possible.

The forms and tools have been prepared in Microsoft Word for ease of use by all districts. Each district should insert its own logo/emblem and the district heading in the header of each of the forms. Some districts may wish to use the forms and tools in Microsoft Excel format, and as such, an Excel workbook has been prepared, which contains the forms and tools that are included in the Annex of this manual.

The manual covers the following main areas:

1. Introduction—includes information on good governance and district departments.
2. Asset Management and Storekeeping
3. Vehicles and Travel
4. Meetings and Reporting
5. Office Procurement
6. Office Record Keeping (Filing and Archiving)
7. Visitors
8. Work plans
9. By-laws

1.1.3 Related training modules

The manual will be complemented by a set of training modules, which will assist with the process of implementing the procedures and tools presented in the manual.

1.2 Links with Other Documents

There are a number of existing documents that are relevant to the development and use of the Office Management & Administration Manual, which are briefly outlined below.

1.2.1 HRM manual

The Office Management & Administration Manual is seen as being complementary to the recently developed 'Human Resource Management Manual for Local Governments', which in turn is based on the Local Government Employment Regulations. It is noted that some areas of office administration are addressed in the HRM Manual, for example, filing. There are some other areas of overlap between the two documents. However, it is not the intention of this manual to repeat information that has already been included elsewhere. For example, each district department staff position should have a Job Description and these are detailed in the Human Resource Management Manual. Rather, this manual aims to 'fill gaps' that may exist in terms of procedures and tools that district administrations can use in their day to day operations.

1.2.2 Local Government Finance Policy and Local Government Financial Management Manual

These recently developed documents have areas of overlap with this manual, and relevant information from these documents has been incorporated, for example, in areas of Storekeeping, Records Management and Asset Management. Reference is also made in this manual to the Local Government Finance Policy document and the Local Government Financial Management Manual where relevant. Again, it is not the intention of this manual to replicate information that already exists, but rather to complement such information.

1.2.3 Other documents

Reference is made to the Local Government Procurement Guidelines (2010) and the Local Government Procurement Manual: Goods and Services (2015), in Section 5.0 Office Procurement, as well as to the Local Government Strategic Management of Fixed Assets—Basic Guidelines (2011), in Section 2.0 Asset Management.

1.3 Good Governance

1.3.1 Accountability

Accountability should be pursued at two levels: (1) between District Councils upwards towards the region and the national government, and (2) downwards between the Village Councils and the people, and the District Council serving them.

An example of upwards accountability is that District Councils need to comply with the standards set by the sector ministries and the regulations of local governments. At the same time, these agencies need to be accountable to the District Councils, providing them with input to enable the District Councils to undertake their tasks.

Downwards, District Councils are accountable to the people through elections, for example, on a five-year basis, and through activities such as participatory planning and budgeting, and regular reporting.

1.3.2 Transparency

Transparency means openness, communication and accountability. For example, this means making plans and budgets public, ensuring the recruitment process is open and uses selection criteria that are stated publically and followed, as well as holding open meetings and carrying out audits.

1.3.3 Participation

Participatory planning and budgeting will ensure the local government is accountable to the citizens. The government should take the views of the citizens into their planning and should also give feedback on decisions that have been made, so that citizens feel they are working with the government. This participation should be for all groups in society, including the marginalised sections.

1.3.4 Equality

The local government should provide equal opportunities for all, including men and women, disabled people, and other segments of society that may be marginalised, to ensure that they are inclusive.

1.3.5 Rule of law

Good governance requires a fair, predictable and stable legal framework enforced impartially. Full protection of human rights, especially minorities should be covered. Impartial law enforcement requires a judiciary to be independent and police force should be impartial and incorruptible. Rule of law supports the demand for equity and fairness and means to be impartial, not corrupt and to protect the human rights of all. These are the leading criteria becoming benchmarks to keep in mind when striving for good governance.

1.3.6 Responsiveness

Good governance requires the institutions to serve all stakeholders in a given time-frame. There are several viewpoints and the different interests in society need mediation. The best interest of the community should be analysed and achieved, which requires a broad and long-term perspective on what is needed.

1.3.7 Effectiveness and efficiency

Good governance means processes and institutions produce results that meet needs, while making the best use of resources. This is particularly important when making decisions on how to spend public funds.

1.4 Role of District Administration

The district administration is part of the overall structure of the district local government. Every district has an administration that supports the activities of the District Council. The administration consists of employees who are accountable to the Mayor and are managed by the senior civil servant in the district, the Executive Secretary. The administration is made up of several departments and units, such as Department of Administration and Finance, Human Resources unit (within Administration and Finance), Social Affairs, and Public Works. The number of departments varies depending on the grade of the district. The elected District Councilors provide oversight to the administration, and in turn the administration delivers services to the local population.

The district administration and Council are headed by the Mayor, whose functions and duties include:

- a. To be the chair of the central government agencies at district level.
- b. To chair the meetings of the local district council.
- c. To be the head of the security agencies at district level.
- d. To link the District Council, the national government at district level and the regional administration.
- e. To co-ordinate, inspect and prepare the district reports.

Grade 'A' districts are divided into four departments:

- Administration and Finance
- Revenue
- Public Works and Land
- Social Affairs

In addition to this, the departments of the local government can be 'increased, decreased or merged in accordance of the need'. As such, some districts have additional departments such as:

- Civil Registration
- Planning

In other cases, districts have structured their departments differently, for example, in the case of the 'Public Works and Land' Department, there may be two separate departments, 1. Public Works Department and 2. Land and Urban Management Department. This is particularly relevant for larger districts.

Other grades of districts have different department structures, for example:

1. *Grades B & C districts will have two departments which are:*
 - a. *Department of Administration and Taxes.*
 - b. *Department of Land and Social Services.*
2. *Grade D districts will have two sections which are:*
 - a. *Administrative and Taxes section*
 - b. *Land and Social Services section.*
3. *Creation, expansion, and increase of the department of grades B, C, & D will be in accordance with evaluations by the Ministry of Interior on the economic growth and increase of income of each district.*

The main functions of the different 'A' grade district departments are as follows:

A. Administration and Finance Department

1. To ensure, prepare, store and execute the budget of the district local government.
2. To prepare and safely store accounting documents of the administration.
3. To manage and look after the resources, storage facilities, and offices of the District Council.
4. To store and oversee tender/contract documents, which the district local government is a party to.
5. To register the movable and non-movable (current and fixed) assets of the district local government.
6. To tender for printing, store and distribute the cash, tax, petrol and store receipts.
7. To compare the projected income and expenses of every month.
8. To prepare monthly, quarterly, semi-annual and annual accounts closure.
9. To procure, register and store goods.
10. To ensure daily, monthly, yearly revenue collection.
11. To ensure the return of receipt books and tickets used and their subsequent storage.

An important part of the Department of Administration and Finance is the section/unit which has responsibility for Human Resource Management (HRM). There is now a Local Government Employment Regulation and a Human Resource Management Manual (see 1.2.1). More detail about the functions of the HR Unit can be found in the HRM Manual. Note that the key managerial and technical positions of the Department of Administration and Finance are as follows:

1. Administration Director

2. Accountant
3. Accountant assistant
4. Cashier
5. Payroll Officer
6. Store keeper
7. Procurement Officer
8. Office clerk
9. Office secretary
10. IT technician
11. Head of HR
12. Head of Archive

B. Revenue Department

1. To collect the taxes of the local government of the district.
2. To create and explore new economic sources.
3. To pursue and secure the non-collected taxes of the previous years.
4. To inspect markets and supervise the tax collection staff.
5. To evaluate taxation staff and give them on job training.
6. To register and collect taxes from the non-movable (fixed) assets of the residents of the district, for example, buildings (stone building or mud hut), kiosks, farms, vehicles, etc.
7. To advise on issues related to work and staff of the department.
8. To evaluate different types of taxes every year.
9. To collect the rent and leases of the local government assets and resources.
10. Carry out census and registration of the income sources.
11. To collect the daily revenues.
12. To recommend about creation and reorganisation of taxes.
13. To classify grades of licenses.

Importantly, the Revenue Department also has a key role in revising the heads of revenues in terms of those which are under collected/over collected.

C. Public Works and Land Department

1. To implement projects and constructions.
2. To renovate the local government buildings in the district.
3. To operate and service the vehicles, houses, offices and equipment of the local government.
4. To submit lists of new vehicles needed.
5. To renovate and maintain roads, parks, stadiums and public grounds/parks.
6. To prepare and submit daily plans on fuel, oil and grease needed for the vehicles, motors and heavy duty machines of the Council.

7. To manage workshops, garages and their equipment.
8. To apply land plans and standards.
9. To apply land laws and regulations.
10. To register land lease, ownership, private permanent buildings, land allocations and land survey.
11. To plan the standards of the public land.
12. To design and maintain district council buildings, roads, recreational sites, stadiums, schools, health centres, butcheries (abattoirs), bus stations, etc.
13. To classify and solve problems related to technical land issues.
14. To plan and balance buses, taxis, tippers and lorries, donkey carts and their traffic and other related signs.
15. To make and prepare traffic signs.
16. To organise and place commercial sign boards.
17. To make, prepare and assemble electricity poles for roads, recreational sites, celebration and functions sites.
18. Installation, maintenance and safety of electronics equipment, telephones, petroleum and firefighting equipment.
19. To plan and organise the sewage system, water drainages, piped water supply system and other service systems under and above ground.
20. Safekeeping ownership and other documents related to land allocations and registrations.
21. To ensure and harmonise plans and land allocations.
22. To construct streets and roads, estates and their numbering.
23. To carry out census, registration and numbering of the private and public buildings.
24. Demarcation and description of public places.
25. To reorganise construction plans and standardisation of land measurements by classifying them into categories of A, B, C and D so that every person will be able to build what he/she is capable of.
26. To prepare district development plan.
27. To carry out town firefighting and beautification activities.

D. Social Affairs Department

1. Cleansing, sanitation and beautification of the district.
2. To develop the environment and natural resources of the district.
3. To develop art, sport, literature and culture.
4. To promote and encourage Islamic, national and international values.
5. To care the general sanitation and prevent the communicable diseases.
6. To evacuate the public in the event of a disaster.
7. To build and renovate primary, Koranic school and mosques.
8. Construction and management of centres for the care of the mother and child and the family management schools.

9. Prepare, plan, ensure and balance the need for the water points (kiosks) and their availability.
10. Management and oversight of rural development measures.
11. Improvement of burial activities and cemetery.
12. Prepare the table of shifts of the pharmacies and health centres.
13. Oversee the suitability/usage of medicine and canned food items and their expiry dates.
14. Improvement of markets for the sale of local crops and to promote their consumption.
15. Enforcing good behaviour and support needy people.
16. To fix prices of commodities and protection of stable food.
17. Enforcing good conduct, operating time of the video centres, cinemas and marriage halls.
18. Registration and census of the population after the authorization and regulating laws from the Ministry of Interior in order to harmonize the article on this and the responsibility of the Ministry on the same in the citizenship law.

2.0 ASSET MANAGEMENT AND STOREKEEPING

2.1 Office Asset Management

This section of the manual is specifically referring to assets held within the district administration office itself, including computers, desks, chairs and other equipment. This can include assets donated to the district, and assets purchased by the district. It is not referring to broader asset management of the district, for example, land and buildings owned by the local government. Management of such assets is outlined in the document 'Local Government Strategic Management of Fixed Assets—Basic Guidelines' (2011). Refer also to the following relevant sections in the Local Government Financial Management Manual (2016), 7.6 Redundancy, losses, disposals and write-off of assets, 8.9 Recording of Fixed Assets, and 8.10.1 The Board of Survey.

2.1.1 Office Asset Register

It is important to register new office assets for ensuring their safeguarding, to make it easier to locate office assets, as well as to improve transparency and accountability within the district administration. Currently, there are a number of different formats used for the purpose of registering assets, and such asset registers are not used uniformly across all districts. A format for registering new office assets can be found in **Annex 1**.

Responsibility for the Office Asset Register will be as follows:

- Initiation—prepared by the procurement focal point person
- Verification—checked by the Director of Administration and Finance Department
- Approval—approved by Executive Secretary/Mayor
- Received—Executive Secretary, Administration and Finance Director, Procurement Officer

The verification and approval of the Asset Register will take place on a monthly basis. At the end of each month, the register will be forwarded to the Director of Administration and Finance, as part of monthly accounts closure. In the case of frequent additions to the asset register (for example 2-3 new assets per week), this verification and approval process can be done on a weekly basis.

It is important to distinguish between 'office assets' and 'office consumables' (such as stationery and cleaning supplies, for example). Consumable items are not considered assets, but instead are recorded as part of storekeeping duties and are recorded in storekeeper records.

For each new office asset, the following data should be collected and recorded in the Office Assets Register format (see **Annex 1**):

- **Asset ID Number**—for example, a tag/sticker with a unique ID number will be created and used.

Note: many districts are likely to have their own asset numbering system in place. For districts that do not have an asset numbering system, the following can be considered.

Each district is recommended to have a four letter code for clear identification and to avoid confusion, for example:

1	Garowe District	DHGA
2		
3		
4		
5		
6		

A letter and number combination identifying is important, for example property of ‘Barako’ District Council can be coded as ‘DHBA’ followed by numbering system:

- ‘1’ Desktop—if there are 3 desktops they can be tagged as DHBA 1.1, DHBA 1.2, DHBA 1.3
- ‘2’ Laptop—if there are 3 laptops they can be tagged as DHBA 2.1, DHBA 2.2, DHBA 2.3
- ‘3’ Printer—if there are 3 printers they can be tagged as DHBA 3.1, DHBA 3.2, DHBA 3.3
- ‘4’ Photocopier—if there are 3 copiers they can be tagged as DHBA 4.1, DHBA 4.2, DHBA 4.3
- ‘5’ Scanner—if there are 3 scanners they can be tagged as DHBA 5.1, DHBA 5.2, DHBA 5.3
- ‘6’ Projector—if there are 3 projectors they can be tagged as DHBA 6.1, DHBA 6.2, DHBA 6.3

The above numbering can be applied to other office assets such as digital cameras, desks, tables, chairs, filing cabinets, cash boxes etc.

From the above it is easy to ascertain how many of a certain asset the district has at any given time. For example, if wanting to know how many desktop computers there are, this can be traced from the tag of the last desktop acquired—if it’s DHX 1.34, there should be 34 desktop computers.

- **Serial Number**—for example, if the asset is IT equipment, such as a computer or printer.
- **Description of the asset**—including the brand name.
- **Purchase Price or Unit Value**—if the asset was donated and the cost price has not been indicated by the donor, estimate a ‘current fair value’ of the asset received.
- **Date of Receipt**—the asset may have been purchased, transferred or donated. In all cases it is necessary to record the date that the asset was received by the district administration.
- **Method of Acquisition**—as above, indicate whether the asset was purchased, transferred or donated, and if possible, record the **source** of the funds used, or the donor. Note that if the asset has been donated, a certificate of donation should be received and referred to. It is recommended that the Executive Secretary holds a

copy of all certificates of such donations, whenever assets are donated to the local government.

- **Condition of Asset on Receipt**—it is important that the condition of the asset when received is recorded, for example, good, fair or poor condition. This will be a useful reference point for comparison when conducting the annual asset survey.
- **Physical Location of Asset**—this should describe where the asset is located, for example, in Mayor’s Office, or in the Administration and Finance Department.
- **Person Responsible**—if the asset is only used by one person, such as a computer, that person is responsible for the asset. If it is being used by many people, such as a printer, then the Mayor, Executive Secretary, or the relevant Department Director should be responsible for the asset.
- **Date and method of disposal** (if applicable)—this category may become relevant if the asset is disposed of after a period of time has elapsed. The asset register should be updated to reflect this information, which will also be helpful when conducting the annual asset survey.

2.1.2 Annual Asset Survey

The district’s office assets will need to be included as part of an annual asset survey of all district assets. The survey will be conducted by an Independent Board of Survey.

The survey will determine:

- a. Any missing assets—for example, those that appear on the asset register but cannot be located for the survey.
- b. Excess assets—for example, any equipment or furniture that appears to be surplus to requirements.
- c. Condition of the assets—for example, whether safe or neglected.
- d. Assets to be auctioned or sold—following the correct manner of tendering and auctioning.
- e. Assets that can be diverted for public use or donated to another agency because of public interest.
- f. Assets for burning and disposal.

In addition to the above, there should be consideration of real cost and depreciation of assets as part of the survey. This is covered in the Local Government Financial Management Manual (2016) 7.5 Assets Depreciation.

A format for the annual survey of office assets, which is based on the Asset Register, can be found in **Annex 2**.

In addition to this independent annual asset survey, it is recommended that an internal process be done every six months. The main purpose is to ensure that all office assets (particularly any computers and other IT equipment) are accounted for and can be located. This should be done by a team consisting of members from the four key departments of the district, and the internal auditor (where this position exists). The Mayor/Executive Secretary

should appoint the team. The Asset Survey Form in **Annex 2** can also be used for this purpose.

2.1.3 Purchase of Office Assets

Whenever office assets are purchased, the following procedures shall be taken into account:

- a) Requisition for purchase of assets must be approved by the department or section in charge of the budget, subject to the set authority limit.
- b) Purchase of office assets should follow the procurement procedures of local government (see 5.0 Office Procurement).

2.1.4 Transfer of Office Assets

Current procedures for the transfer of assets within the district office are without formal notice in writing. An 'Asset Transfer' form or similar is important for tracking where these assets have been transferred to, and in which department they are now located. This may be required in cases where an employee leaves, and the asset will be assigned to a new person, or if an asset is being moved from one department to another. Please see **Annex 3** for an Asset Transfer Form. This form can also be used in the case where an office asset is being transferred/donated to another agency, external to the local government itself.

The procedure for an Asset Transfer form (for internal transfer) is as follows:

- Initiation—prepared by officer within the department/section where the asset is located. To be checked and signed by the Director of the initiating department.
- Verification—checked by the Procurement Officer
- Approval—approved by Director of Administration and Finance.
- Received—Administration and Finance Department Director, Procurement Officer

The form will also be signed by the receiving party and the asset register should be updated to reflect the transfer of an asset.

The procedure for an Asset Transfer Form (for external transfer) is as follows:

- Initiation—prepared by officer within the department/section where the asset is located. To be checked and signed by the Director of the initiating department.
- Verification—checked by Procurement Officer and Director Administration and Finance.
- Approval—approved by Executive Secretary/Mayor
- Received—Administration and Finance Department Director, Procurement Officer

The form will also be signed by the receiving party and the asset register should be updated to reflect the transfer of an asset.

2.1.5 Disposal of Office Assets

Office assets may be disposed of for various reasons. The decision for disposal of an asset usually comes from the annual asset survey or similar assessment and reporting process. The disposal of office assets should be guided by the Local Government Finance Policy (2016) (Section 9.1 Disposing-Off Assets), which outlines the following:

District Councils may dispose of assets using the following methods:

- 1. Direct sale by the authorised district office, either internally or externally.*
- 2. Sale by auction.*
- 3. Disposal by scrapping or dumping where the asset has little or no resale value.*

District Councils should follow the following steps before disposal of district assets:

- 1. Apply for disposal of asset by user department/section/unit to the contract committee.*
- 2. Approval to dispose of asset by contract committee.*
- 3. Select method of disposal (direct sale, sale by auction, scrapping/dumping).*
- 4. Advertising and sale of asset (if not being scrapped or dumped).*
- 5. Asset write-off*

Executive Secretary is to follow the following procedures for writing off council assets:

- 1. Head of a department to request the contract committee in writing to write off of a District asset.*
- 2. A bimonthly list of district assets to be recommended for write off is submitted by the Executive Secretary to the District Council for approval. The approved list is kept in the Administration and Finance Department.*
- 3. After the disposal of an asset, the financial transactions on disposal of assets should be posted to the general ledger.*

The same form can be used for both Asset Disposal and Write Off, which can be found in **Annex 4**.

2.1.6 Asset Maintenance

From time to time, office assets will require some repairs and maintenance, for example, printers, photocopiers and other IT equipment. An Office Asset Maintenance Work Order form will be required for such a purpose, which can be found in **Annex 5**.

The procedure for the Work Order form is as follows:

- Initiation—prepared by officer responsible for the asset and checked by Accountant/Procurement Officer.
- Approval—approved by Administration and Finance Department Director.
- Received—Administration and Finance Department Director, Procurement Officer

2.2 Storekeeping

Storekeeping refers to the process of receiving goods to the district office, checking their quantity and condition, determining whether they are expendable goods (such as stationery) or non-expendable goods (assets such as computers) and directing these accordingly. Storekeeping will also require the recording of goods received on the appropriate register (Supply Stock Register or Fixed Asset Register) and transferring the goods to correct location/responsible person in the case of assets, or providing staff with the required supplies in the case of consumables (expendable goods). This process and the associated forms are outlined below in **Diagram 1**.

The Local Government Financial Management Manual details steps in the receipt and issue of stores items in 2.6 Stores Management, which are also outlined below:

(i) On receipt of materials and supplies, the Store Keeper shall sign a delivery note as evidence of items received. The quantity and quality of goods must be checked and confirmed to be in order before the supplier's delivery note is signed. Shortages and returns if any must be notified to the supplier and the delivery note should be annotated to indicate this. The Store Keeper will enter the items received on the relevant page of the stores record that contains the specific item received.

(ii) In addition, a receiving form shall be maintained...as evidence of receipt of goods. A receiving form shall be completed and signed by the Store Keeper before the items are kept for safe custody. The original shall go to the supplier, the duplicate to process payment and the triplicate to remain in the book.

(iii) The signed delivery note, along with the copy of receiving form must be sent promptly to the DAF, accompanied by a copy of the supplier's invoice.

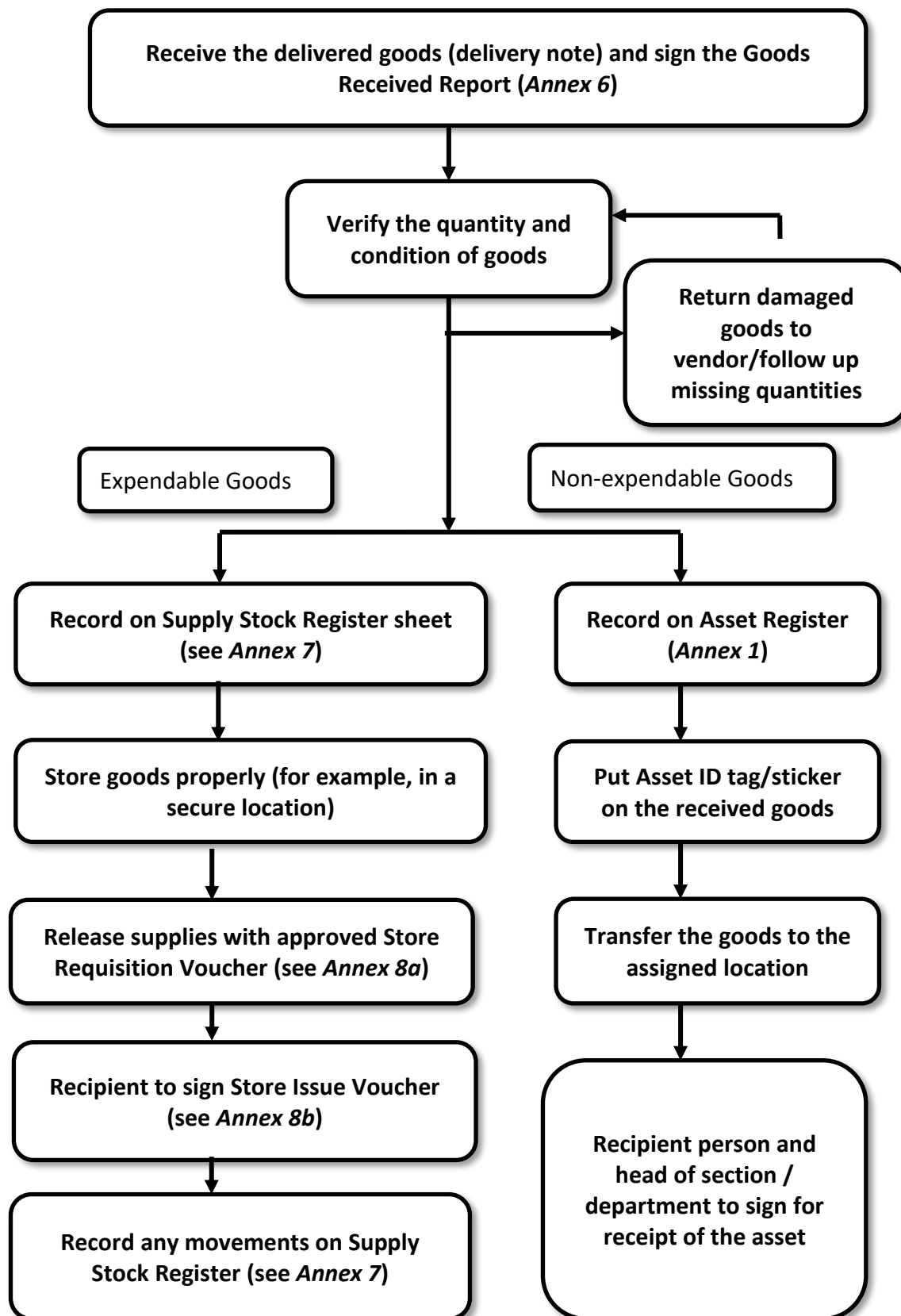
...

(v) Staff members shall requisition stores on a written memo, which shall be authorised by the Head of Department and approved by the Executive Secretary before the Store Keeper can release items from the stores. The Store Keeper shall issue out the items and enter the details in the stores record. The Store Keeper shall prepare a store issue voucher, on which he/she will request the recipient to sign for the items being taken.

The Store Keeper shall cross out the request immediately thereafter to prevent its being reused in issuing out more items; the crossed out stores request will then be filed by the Store Keeper in a file for future reference, accountability and audit if any.

The Store Keeper shall carry out quarterly physical stocktaking and shall prepare a stores report, which will be verified by accounts staff before being sent over to the DAF. The stocktaking shall be conducted by physical count of stock items and comparison of physical quantity with the amount shown on the stores record. Differences between the stores record and the stock taking results shall be reconciled and investigated before write-off can be carried out. Where losses have been caused by District officials, the DAF shall take action in line with the applicable Human Resources guidelines

Diagram 1: Inventory Management Flow Chart



3.0 VEHICLES AND TRAVEL

3.1 Vehicles

It is important to have systems in place for the movement and management of district-owned and rented vehicles, in order to ensure that the movement of district staff to other locations, such as for meetings and field visits, can happen in a coordinated and efficient manner. Equally, it is important that vehicles can be serviced and repaired in a timely manner, to avoid lengthy periods where vehicles are not available for use. In addition, fuel consumption is often one of the largest costs in the recurrent budget of many district administrations, so improved methods of monitoring fuel usage are likely to assist in reducing fuel costs.

3.1.1 Vehicle Movement

A log book or register is important for recording the movement of individual vehicles, including those owned or rented by the district administration. The driver is responsible for filling in the Vehicle Movement Register at the beginning and end of each trip. Note that a new form should be used when the driver is changed, and completed forms should be signed by the driver's supervisor. A Vehicle Movement Register can be found in **Annex 9**. These should be kept in the vehicle and when completed should be submitted to the office for signing by supervisor.

When used properly the Vehicle Log Sheet can improve:

- Checking and follow up movements of the local government's vehicles.
- Efficiency in usage of both fuel and vehicles, and promote transparency.
- Monthly checking as an indication of early warning for vehicle maintenance.

Before implementing a Vehicle Log Sheet, the following steps should be taken in advance:

- Speedometers/odometers of vehicles should be working correctly.
- Fuel meters should also be working correctly.
- Check one of each type of vehicles owned by the local government (for example, Noah, Toyota Hilux, Toyota Landcruiser) and test for its fuel usage, to set the benchmark for how many kilometres/litre.
- Once the vehicle log sheet system is working well, someone from the administration team will be trained and assigned to the implementation of this activity on an ongoing basis.
- Once the vehicle log sheet system is working well, vehicle log-books will be ordered and printed out from where other relevant books (for example, general receipts) are ordered from.
- Drivers shall be trained and assigned the responsibility of checking this log-sheet to ensure that the person using the vehicle is filling the log-sheet correctly.

In terms of coordinating the overall movement plan of district vehicles, a whiteboard should be prepared, showing the proposed movements of vehicles for the coming week, so that personnel can see when there are available vehicles, and when there is limited availability, meaning that other arrangements need to be made.

For example:

Week commencing: *22 May 2016*

Vehicle Registration	<i>Sun 22</i>	<i>Mon 23</i>	<i>Tues 24</i>	<i>Wed 25</i>	<i>Thu 26</i>	<i>Sat 28</i>
XXX-XXX	Meeting 11-1pm (Name)		Field trip	Field trip		
YYY-YYY	Maintenance	Maintenance				
ZZZ-ZZZ	Airport 9-10am (Name)					

A Vehicle Transport Request Form has been included in **Annex 10**. This will need to be completed and submitted prior to any movement by vehicle for work-related meetings or field trips. In an emergency situation the need to submit a Vehicle Transport Request Form in advance can be waived, depending on the circumstances.

3.1.2 Vehicle Maintenance

Regular maintenance of district vehicles is important to ensure their efficient functioning and therefore availability of use. A Vehicle Maintenance Work Order Form should be completed in advance of a service, or in the case of any non-routine servicing or repairs being necessary. This form is usually prepared by the driver and approved by the Head of Public Works. This form should also be verified by the Chief Mechanic before submitting to the logistics officer. The Vehicle Maintenance Work Order Form can be found in **Annex 11**. In the case where the Public Works department has its own fully equipped garage, the Chief Mechanic will maintain vehicles and record this in the Vehicle Maintenance Log Book (see **Annex 12**). In cases where vehicle maintenance and repairs are carried out by an external garage, the Vehicle Maintenance Work Order Form will need to be used. It will be returned with invoice to the Public Works Department, after which the Head of the Department will check the maintenance work and arrange for the payment to be processed.

Each vehicle should have its maintenance work recorded in the Vehicle Maintenance Log Book (see **Annex 12**), so that any maintenance or repairs carried out on a vehicle will be recorded in one place and therefore easy to locate.

3.1.3 Fuel Management

As mentioned above, the tracking of fuel use is very important. When fuel is needed a Fuel Order (see **Annex 13**) should be filled in by the driver and is approved, signed and stamped by the Director of Public Works or the Director of Administration and Finance. The logic behind this is to closely supervise and increase efficiency of fuel usage. It is important to record the odometer reading from the previous time of refuelling, in order to gain an idea of fuel consumption, that is for every 100kms, how many litres of fuel are being used (conversely, how many kilometres are being travelled per litre of fuel). The Fuel Order forms for each vehicle should be kept together, for reference for fuel consumption tracking and analysis. A monthly fuel consumption analysis should be conducted for each vehicle (see **Annex 14**). This form has also been prepared in Excel format, for easy calculation of fuel consumption.

3.1.4 Vehicle Safety

All district vehicles should be parked at the local government office outside of office working hours. The legal speed limit (kilometre per hour) should not be exceeded. All the safety measures such as fastening of seat belts have to be applied. It is the driver's responsibility to ensure that all passengers are using their seat belts correctly. While in the process of work-related travel, in case any accident occurs, the event should be communicated immediately to the office and to the best possible authority, with a written report prepared by the head of transport.

At least one day before the start of travel outside the immediate vicinity of the district administration (for example, a day or overnight field trip), the following check-ups should be done:

1. Adequate Fuel, Lubricants and water
2. Availability of Spare tyres
3. Validity of driver's driving licence, road tax and car book
4. Log book
5. Vehicle service/check-up should be done in advance if the vehicle is close to its next scheduled service.

3.2 Travel

From time to time, district administration employees may be required to travel outside the vicinity of their workplace for work-related purposes, such as field trips, both within and outside the district. In these cases, it is important that the relevant forms are properly completed and that the appropriate authorisation is sought. If a staff member is leaving the office premises for a short period, for example, to attend a meeting in the vicinity of the district office, it will not be necessary to fill in a Travel Request and Authorisation Form, it is likely to be enough that they simply need to sign the Staff Movement Register, on exit and

entry from the district premises (see **Annex 15**). The Staff Movement Register should be kept at the main entry/exit gate, for easy signing by staff members coming and going.

3.2.1 Travel Request and Authorisation

Before undertaking work-related travel, the officer should seek authorisation from their supervisor. The Travel Request and Authorisation Form (**see Annex 16**) is filled in by the intended traveler and then submitted to their supervisor for authorisation. This form should set out the objectives and activities of the travel, and the timeline. An authorisation should be submitted so that the supervisor can coordinate all travel and ensure that this is the priority for the staff member. It also helps the supervisor manage the budget for travel.

For travel which requires a Travel Request and Authorisation Form, the below steps should be followed:

1. Traveler should complete and submit a Travel Request and Authorisation Form to supervisor.
2. Supervisor should approve the request and submit to the relevant Department Director (unless the travel request is denied).
3. Traveler should complete the finance procedure for getting per diem advance if necessary.

These steps should be finalised at least one day before the commencement of the trip, which may require starting the process up to one week prior to the intended travel. While it is not the responsibility of the traveler, if travelling by road outside the vicinity of the workplace, the relevant vehicle should be checked (oil, fuel etc) the day before the start of the travel (see 3.1.4 above).

3.2.2 Returning from work travel

On return from the trip, the traveler should submit a Travel Activity Report (see **Annex 17**) with their Per Diem Claim Form (see **Annex 18**), to claim any outstanding per diem. The report and the claim form should be submitted within a week following return from travel.

4.0 MEETINGS AND REPORTING

4.1 Meetings

4.1.1 Purpose of meetings

Meetings are important for management and communication. If they are run properly meetings can:

- save time
- increase motivation and productivity
- solve problems
- create new ideas and initiatives
- get feedback on existing ideas or activities.

To be effective, meetings should have:

- objectives and an agenda
- a valid reason to be held, in some cases an issue can be resolved using other means
- a designated minute taker, to record decisions and actions
- a list of participants—signed
- a plan to follow up action points and outputs from previous meetings.

Within the district context, there are District Council meetings, Executive meetings, as well as meetings for the district administration staff. Some specific information about District Council meetings can be found in Section 4 of the 'Induction Manual for Councilors and Technical Staff' (MOI, 2009). Other examples include meetings with:

- Village Councils
- Civil society groups
- Service providers
- Ministry of Interior
- Donors

4.1.2 Requirements for effective meetings

Some meetings can be ineffective for a number of reasons, for example:

1. No agenda before the meeting.
2. Lack of memo advising the time/date/location.
3. No review of previous meeting minutes.
4. No ground rules in place for the meeting conduct.
5. No minutes taken, therefore no record about decisions made and action points to be followed up.
6. Lack of filing system, both electronic and hard copy, as a reference.

Below are some ways in which to increase the effectiveness of meetings:

Before the meeting

1. Agree on the objectives of the meeting.
2. Confirm title, date, time and venue.
3. Develop agenda, identify participants, and approve in advance.
4. Send notice letter/invitation letter/memo/email.
5. Prepare all necessary material (e.g. any background information).

During the meeting

6. Ensure the meeting starts on time.
7. Participant list/registration of attendance.
8. Establish meeting roles (e.g. Chairman, Secretary/Rapporteur, Members and Observers). Note, this will vary depending on the formality of the meeting.
9. Setting and briefing ground rules of the meeting, including the opportunity for people to give their views/opinion and be heard.
10. Work through the agenda, topic by topic.
11. Taking notes (background of the topic, discussed topics, record all the decisions, action points, including dates of who, where and what should be done).
12. End the meeting on time.

After the meeting

13. Drafting the minutes by the secretary/note taker/rapporteur.
14. The note taker should share the minutes with the chair 48 hour after the meeting.
15. Approval of the final minutes by the chair of the meeting and circulate 72 hours after the meeting.

The above usually applies to more formal meetings. An informal meeting, say between two or three staff members, might not need to be so detailed. However, the following should still apply:

1. The agenda can be decided on at the beginning of the meeting to ensure that everyone knows what different topics will be discussed.
2. Minutes/notes should be recorded. This should include any action points decided on. These notes can be written up and sent to all participants if necessary, or it can be the individual's responsibility to record their own notes.

4.1.3 Meeting Agenda and Meeting Minutes

The meeting agenda and meeting minutes are two important tools as part of an effective meeting. The manual includes a format for a Letter of Invitation (**Annex 19**), a Meeting Agenda format (**Annex 20**), and a format for Meeting Minutes (**Annex 21**).

Meeting minutes are important for a number of reasons, including:

- follow up of agreed action points
- accountability and who is responsible for what task/activity or action
- confirm any decisions made
- record any agreed actions to be taken
- a reference for all participants in the meeting
- serve as a record of the meeting's procedure and outcome
- can be the agenda/starting point for the next meeting

4.2 Reporting

Reporting is an important aspect of most work activities. Reports are important because they:

- give updated information
- are a means of internal communication
- facilitate decision-making and planning
- help leaders to take prompt decisions
- measure levels of achievement and performance
- can be good reference.

4.2.1 Types of Reporting

District administration employees are expected to prepare and submit the following types of reports:

- Monthly reports (see **Annex 22**)
- Quarterly reports (see **Annex 23**)
- Travel Activity/Back to Office reports (see **Annex 17** for a Travel Activity Report)

Important elements of these reports include:

1. Background information—for example, political situation, outlines any changes or updates in the political situation during the quarter.
2. Update on progress—outlines all the activities carried out during the month/quarter.
3. Results achieved—summarises the results that have been achieved by the staff member/department during the month/quarter.
4. Challenges and recommendations—issues that occurred during the month/quarter and how these were resolved, or provides recommendations on how to solve them.
5. Annexes and attachments—for example, evidence of implemented activities and next work plan activities
6. Signatures and approval

In addition, district departments should prepare annual reports each year (see **Annex 24**) that include the following:

1. Executive Summary—summaries all the main results for the year, emphasising what has been achieved.
2. Objectives of the department’s activities—sets out what the objectives were for the department for the year just completed.
3. Progress—outline activities carried out and the results achieved under the following sub-headings (Policy, Capacity Development, Monitoring and Evaluation and Service Delivery).
4. Resources and budget delivery—outlines what the total budget was for the year and how much was spent (financial reports generated from AIMS).
5. Work plans for next year—this should outline the plans for the next year are, in the form of results that are expected and the activities that need to be undertaken to achieve these results, based on the work plans of the department and individual employees.

Reports must be prepared using official reporting formats. Financial reports are generated through the district accounting software program, AIMS.

At the end of each month, each officer should write a report on their outputs and activities for their supervisor as stipulated above. This should include a concise account of what has happened for that output that month. It should include all finished activities, any challenges or obstacles and any follow up action needed.

Quarterly and annual reports should be produced by each department outlining the activities they have carried out. These should be distributed to the supervisor, as well as the Mayor and Executive Secretary. They should also be available to other interested parties. All official reports on activities, meetings or workshops held should be circulated to the Mayor, Executive Secretary and all Directors of Departments.

4.2.2 Financial Reporting

While beyond the scope of this manual, the financial reporting requirements for districts are important, and these requirements are outlined in the Local Government Finance Policy (2016) under 6.2 District Financial Reporting, which includes the following:

Local Councils will produce four financial statements quarterly and annually as follows:

- *A statement of financial performance (revenue less expenses) showing an operating balance.*
- *A statement of financial position (showing current liabilities, current assets and fund balance).*
- *A statement of cash flows (net cash flows from operations, net cash flows from investing activities if any, net movement of cash, opening cash balance and closing cash balance).*
- *A statement of activities (Government and business and total government activities).*

Detailed financial reporting procedures can be found in the Local Government Financial Management Manual (2016), section 9 Financial Reporting.

5.0 OFFICE PROCUREMENT

Note: this section relates specifically to procurement procedures for the procurement of goods and supplies for the district administration. Larger procurements (for example, competitive tendering for district works projects) are covered in the Local Government Procurement Guidelines (2010), with relevant forms in the District Technical Manual. Relevant sections of the Local Government Procurement Manual: Goods and Services (2015) should also be referred to, for example, 8.2 Contract Supervision and Administration—Goods, 3.4 Request for Quotations, 3.5 Single Source, and 3.6 Micro Value Procurement. In addition, the Local Government Financial Management Manual (2016), section 6.4 Procurement of Goods, Works or Services should also be cross-checked when conducting any form of office procurement.

5.1 Procurement Principles

The purpose of public procurement is to acquire goods and services in a way that maximises open and free competition, consistent with fairness. These principles are listed below and are outlined in 9.0.5 of the Local Government Finance Policy (2016).

- a) *Economy—District employees to use resources carefully, to save money, time or effort.*
- b) *Efficiency—District employees to select best options that will result in optimal outputs and impacts at the least cost of money, time or effort.*
- c) *Effectiveness—District employees to select options that deliver a better service or higher quality outputs and impacts, and minimise risks.*
- d) *Transparency—Contract procedures must be transparent and contract opportunities should generally be publicised.*
- e) *Impartiality—Procurement procedures must treat potential service providers fairly and in a non-discriminatory manner. All candidates should have equal access and receive equal treatment with common rules and deadlines.*
- f) *Clarity—Standards and duties relating to a procurement process must be clear, to ensure certainty and to avoid confusion.*
- g) *Threshold—The procurement value will pre-determine which procurement procedure to use.*
- h) *Criteria—Standards for evaluating tenders and awarding contracts will be articulated before tenders are received and the criteria and any weighting made available to potential bidders.*
- i) *Responsibilities—Duties of budget holders and evaluating committees will be clearly documented.*
- j) *Legality—All procurement should be in accordance with procurement laws.*

5.2 Procurement Processes

A procurement plan should be prepared by each department on a monthly, quarterly and annual basis. An example procurement plan template is provided in **Annex 25**. The process

outlined below, 'Request for Quotations' or 'Shopping' (as referred to in the Local Government Procurement Manual), is usually the most appropriate procurement methods for the acquisition of district office goods and services.

5.2.1 Request for Quotations (Shopping)

Quotations (RFQ) also known as 'Shopping' can be used under the following conditions:

- The goods are readily available off-the-shelf or are standard specification commodities of low value.
- The goods to be procured are so diversified that it would be of no commercial interest for any single supplier to tender for them.

Quotations should be obtained from at least three suppliers and the list of the suppliers to be contacted must be submitted to the District Tender Committee for approval.

Once approved, the request for quotations should to be sent to all approved suppliers simultaneously as a 'Letter of Invitation', in the interests of fairness and competition. See *Local Government Procurement Manual: Goods and Services, 3.4 Request for Quotations*.

The LOI for quotations shall include:

- a) The full name and address of the procuring entity.
- b) A full description of the goods, works or services to be procured, including the required technical or quality characteristics, specifications, designs, as appropriate.
- c) The quantities of any goods to be supplied and the required time and place of delivery.
- d) Whether any alternatives to the required specifications or characteristics of the goods, works, services or to other contractual conditions, are to be permitted.
- e) Information of any elements other than the charges for the goods or services themselves, such as any applicable transportation and insurance charges, customs duties and taxes, that are to be included in the price.
- f) The criteria for evaluation of quotations or tenders, including any weighting factors that may be applied to technical, price or other factors.
- g) The period during which the quotations are to remain valid.
- h) The form of contract or Local Purchase Order, to include all conditions and terms of payment.
- i) A statement of the currency in which the successful supplier or contractor will be paid, if different from the quoted price.
- j) A statement that the procuring entity does not bind itself to accept any quotation and may reject all quotations.
- k) The manner in which the quotations shall be submitted.
- l) The place, date and time for the submission and opening of quotations.

5.2.2 Local Purchase Order

In case of very low value and low risk items, once the supplier has been selected, the Procurement Officer raises the Local Purchase Order (LPO). A Local Purchase Order, which is sent to the supplier is suitable for accepting offers where the requirement is straightforward. Any special conditions agreed upon should be referred to on the purchase order. In cases where the purchase is complex, a specially drafted contract should be put in place and should be signed by the officers authorised to sign contracts on behalf of the district.

Because of its importance, a Local Purchase Order cannot simply be printed on an A4 sheet of paper. Rather, the forms must be sequentially numbered and produced as a book of forms with each having 5 copies (usually different colour for easy recognition).

A local purchase order must be prepared in five copies and distributed as follows:

- Original and 1st copy are sent to the supplier
- 2nd copy is forwarded to accounts section
- 3rd copy is sent to the stores/receiving section
- 4th copy remains at the procurement unit as file copy.

Local Purchase Orders are raised in the names of the supplier based on the tender award by the Procurement Committee and they should indicate the date, time and place of delivery of the goods. In all cases, the Procurement Committee minutes is quoted as reference to source of authority. See **Annex 28** for a Local Purchase Order form, as provided in the Local Government Financial Management Manual (2016).

Note that all district procurement is subject to internal and external audit, as detailed in the Procurement Audit Manual for Local Government (draft, 2015).

Diagram 2: Procurement Process

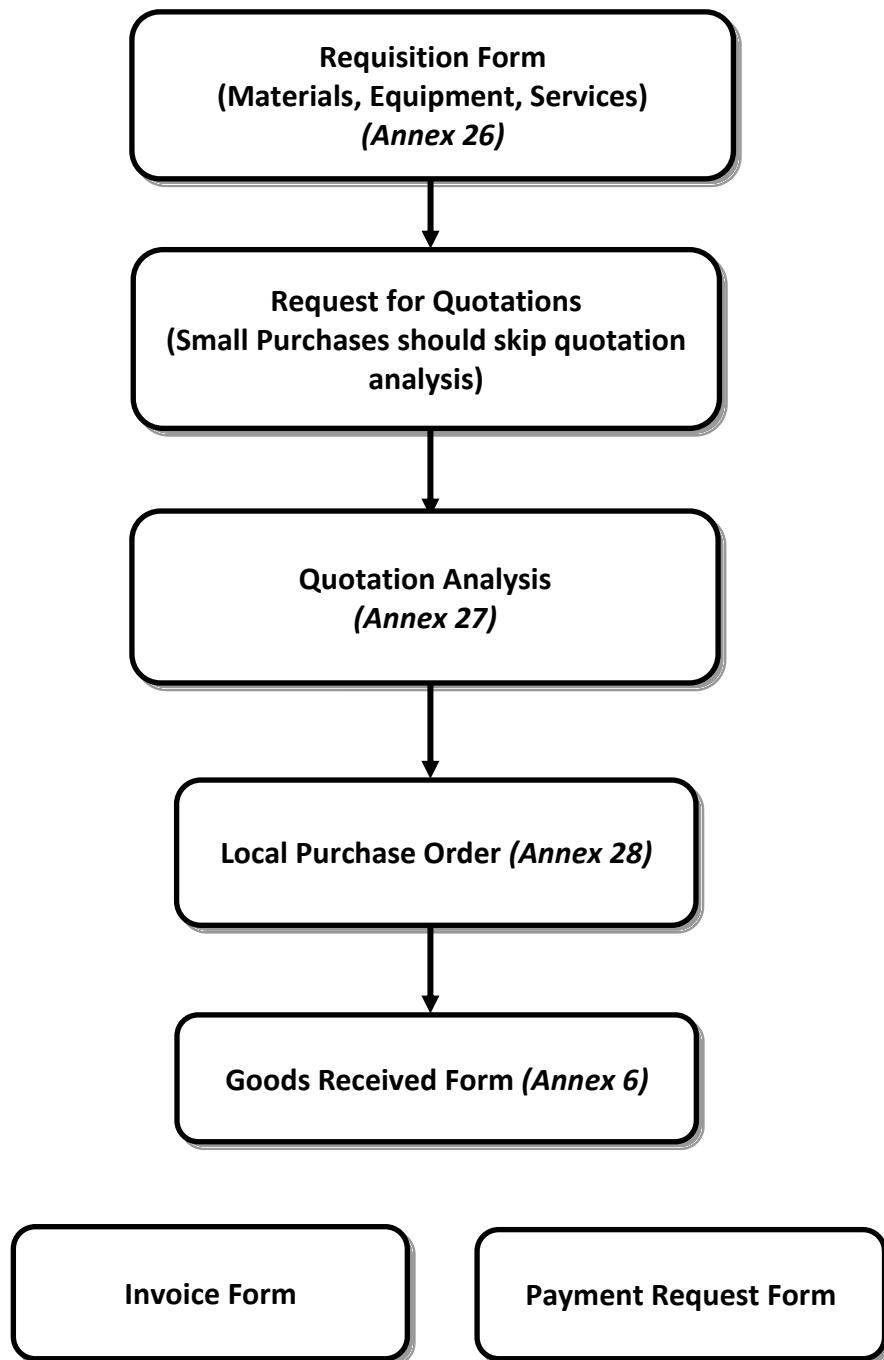


Table 1: Procurement Procedures Guidelines

Steps	Forms	Prepare	Authorise	Approve	Committee	Time frame
1. Requisition	Requisition form (Annex 26)	Requisitioning Officer	Admin and Finance Director	Executive Secretary	-	
2. Quotation Request	QRF	Procurement Officer	Mayor	Executive Secretary	-	3 days
3. Quotation Analysis Committee	QAF	Procurement Officer	ALL Members	Executive Secretary	5 Members (ES,2 Department Directors + 1 subject matter expert)	2 days from the date of receive QRF
4. Preparation of Purchase Order	LPO (Annex 28)	Vote Controller ¹	Admin & Finance Director	Executive Secretary	-	
5. Receipt of Goods	Goods Received Form (Annex 6)	Storekeeper	-	Procurement Officer	-	On delivery of goods

¹ The Executive Secretary shall appoint vote controllers— the department heads (director) every year and issue them with Authority to Incur Expenditure (AIE) which will authorise the ceiling and use of funds. The AIE holder/ vote controllers shall account to the Executive Secretary but may assign some responsibilities to other district officials under their departments. (LG Financial Management Manual 2016)

6.0 Record Keeping (Filing and Archiving)

Filing is the placing of documents in folders in a pre-determined plan so that they can be securely stored and then retrieved when needed. There are certain documents and registers within the district administration that need to be preserved permanently. These include registers of births and deaths for example. These should be kept in safe custody and correctly filed. It will be important for district local governments to establish a filing and archiving policy, for example, to outline the length of time certain documents must be retained before they can be destroyed.

The Local Government Financial Management Manual (2016) outlines the record keeping requirements of the Department of Administration and Finance and an excerpt is provided below, by way of example:

2.4 Records management

A Finance department shall maintain the following types of records and files:

- (i) Revenue records—Revenue registers, receipt books, tax ticket registers and assessment forms, files, revenue collection cashbooks;*
- (ii) Expenditure records—Payment vouchers, payroll, vote books, abstracts, and ledgers;*
- (iii) Asset records—Asset registers;*
- (iv) Liabilities records—Commitment register;*
- (v) Contracts with third parties;*
- (vi) Cash records—Bank transfer records, banking slips, receipts;*
- (vii) Financial reports—Quarterly and annual financial reports and other statements;*
- (viii) Any other records prescribed by the law.*

All payments made by a District must be recorded and filed in a serial-logical order. The DAF must ensure that all payment vouchers are supported by relevant documents including Local Purchase Orders (LPOs), delivery notes and invoices which shall be properly filed...The DAF should ensure funds are budgeted for equipment, files and filing cabinets for the management of financial records.

2.4.2 Records retention and storage

The principal books of account and records shall be retained for a period of at least 10 years. However, the personnel records shall be retained for a period of at least 15 years. Any deviation from this retention and storage period shall be done with authority and permission of the Auditor General.

2.4.4 Destruction of books of account and records

Books of account and records cannot be kept by the District forever because this is not practical. Inactive documents and files have to be moved to an archive where they can stay for a limited number of years. The originals and copies of vouchers and used receipts may be destroyed after six years, provided they have been audited. Any destruction earlier than six years (but not less than four years) must first be approved by the Auditor

General. No financial documents should be destroyed if there are any related outstanding audit queries or investigations. Destruction of records should be by burning or shredding.

Examples of other types of material to include in the filing and record keeping systems are listed below.

Office Management:

- Communication—internal and external
- Work Plans—individual, section, department
- Individual Reports—monthly, quarterly, travel activity
- District Administration Personnel Files—job descriptions, recruitment documents
- Asset Register—including asset surveys, asset transfer forms

Service Delivery:

- Travel Activity Reports
- District Plans and budgets
- Tax Receipts
- Revenue Collection Books
- Tax Payment Vouchers
- Requisition Forms
- Land Ownership Documents
- District Services—Education, Health, Infrastructure, Security, Sanitation
- Village Council—names and membership

Laws, Policies, Guidelines:

- HRM manual and Local Government Employment Regulations
- Office Management & Administration Manual
- Local Government Procurement Manual
- Asset Management Guidelines
- District Council Induction Manual
- PEM Guidelines

It is important to note that different district departments will have different filing and record keeping requirements and it may be the case that the filing systems vary, depending on the nature of the documents to be filed.

Note that filing is also covered in Section 2.5 of the HRM manual, for example, in the following excerpt on the filing of HRM documents:

The District Council Departments will interact with the HR Unit through meetings, memos, circulars and official letters. All this communication should be kept on file in a secure location such as a locked filing cabinet. If HR files need to be moved from one office to another, file-out forms and file-in forms have to be filled and the HR

Officer should oversee that process...In general HR files are confidential and should remain under the direct control, of the officer managing the HR function.

Filing is also explored in more detail in the associated training module on Filing and Record Keeping. The training module also includes details about establishing a resource centre, which may be useful for some district local governments who wish to make resources (such as training materials and other documents) available to their staff (and in some cases, the wider public).

7.0 Visitors

This section of the manual is adapted from an existing manual 'Capacity Building for local NGOs: a guidance manual for good practice' (CIIR, 2005).

7.1 How to manage office visitors

The district office should be accessible, to the beneficiaries and client groups. Members of the public will also want to visit the office to find out more information about the work of the local government, including the District Council and district departments, as well as to seek assistance on matters. All visitors to the district office will be subject to security checking and visitors' cars should be parked outside of the district office compound.

To ensure that the daily work of staff at the office is not endlessly interrupted by unanticipated visitors, it is advisable to establish an appointments system. Of course, visitors will come to the office unexpectedly from time to time, but an appointments system will ensure that most visits are planned in advance for the benefit of both staff and the visitors themselves. The box below contains some tips for an appointments system can be found below.

7.1.1 Visitor Appointments System:

- Ask visitors to make an appointment in advance so that the necessary people are available to meet with them (see **Annex 29**).
- There are two approaches to making appointments for visitors, one is the Secretary of the Mayor to make appointments for meetings with the Mayor, the other is the reception staff, who will make appointments to see any of the department staff.
- Have some background information about the district local government and its work available to give or show to the visitor, such as an organisational profile, the structure chart, annual report, and a list of completed projects.
- Ask the visitor to sign the visitor's book and state his or her name, job title and organisation, and phone number or email address. (see **Annex 30**)
- Collect any information that the visitor gives the organisation and file it for future reference.
- Prepare for an informal office tour and visit to project sites if requested.

7.1.2 Making visitors feel welcome

- Install a signboard outside the office with the organisation's name, office hours and contact details, so that visitors will know what the organisation is and how to make contact. Some offices with fewer staff distinguish between 'office hours' and 'visiting hours', to reduce the demands that too many visitors can place on staff.
- Make a sign giving directions to the main entrance and reception area.
- Label the department and section/unit titles so that visitors can find the office that they are directed to.
- Set up a reception area with at least two chairs and a small table.
- Put the organisation's brochure and annual report on the table for visitors to read while they are waiting.
- Keep an appointments book that shows when visitors are expected.
- Wherever possible make appointments for visitors to discourage unexpected visits.
- Design any noticeboards (vehicle control board, meeting board, etc.) nicely so that they make the office look more attractive.
- You may want to hang a display board showing the organisation's current activities. This could include photos (with captions) of staff or partners at work, workshops they have attended, and visitors to the office.
- Display the organisational structure chart, mission statement and strategic plan if you have them.
- Make sure that the reception area, however small it may be, is always clean and tidy.
- Take any steps necessary to make the office accessible to disabled people.

8.0 Work Plans

It will be important for individual staff members and district departments to plan their work in order to achieve targets and outcomes. Work plans are also used as the basis for reporting on performance. A work plan format and a work plan reporting format are provided in **Annexes 31 and 32**.

A work plan is important tool both for the staff in the departments and their supervisors to plan and monitor performance. From the point of view of the level of planning, plans may be described as collective (organisational) and individual. Organisational plans are used to plan performance of an institution, whereas individual plans refer to the performance of individual employees. The work plans of individual staff give details of the activities that are planned during the year, what output is expected after performing those activities, the overall goal the work plan wants to achieve and the time line for carrying out those activities. This work plan can be done by individuals or the department and is a separate process to the annual work plan and budget based on the DDF.

The work planning system will enable the organisation and staff to:

1. Focus on final results and outputs as well as activities.
2. Relate specific activities to the final results.

3. Plan in advance for required resources.
4. Monitor progress towards the planned outcomes and identify the areas where improvement and support is necessary.
5. Ensure better accountability.

All the activities in the work plan should be in line with the job responsibilities as described in the staff member's job description and is part of the overall functions of the department as stated above. Preparing a work plan helps to get clarity in the job responsibilities as well as what activities are to be organised to fulfill those responsibilities. The following procedure should be observed for monthly work planning.

1. Every officer in the district administration will prepare his/her monthly work plan at the beginning of the month.
2. The work plan will indicate activities that will be carried out during the month with clearly defined output, activities and the timeline for carrying out these activities.
3. The officer will discuss his/her work plan with the supervising officer for input.
4. The officer will finalise the work plan in consultation with his/her direct supervisor.
5. At the end of each month, the officer will report on his work plan to his supervisor.
6. The direct supervisor will review the report and work plan to see the progress and achievements. The supervisor will also give suggestions and guidance to help the officer to improve performance as per the work plan.
7. Supervisor will do an annual review of achievements as per all the work plans and communicate his/her assessment to the officer.
8. All the officers should keep copy of their work plans available in their sections.

9.0 Office Administration By-Laws

Some District Councils may wish to enact by-laws to institutionalise the procedures and forms in office administration that are detailed in this manual. An example of such a set of by-laws is provided in **Annex 33**.

GLOSSARY

Accountability	Refers to the obligation of an individual or organisation to report, explain, or justify something, for example, to members of the public.
Asset	An asset is a resource with economic value that an individual or organisation owns or controls with the expectation that it will provide future benefit.
Asset Handover	A change in ownership of an asset.
Asset Register	A record that clearly identifies the assets of an organisation. The register allows for quick retrieval of information on an asset including for example, its description, purchase date, location, and purchase price.
By-laws	A regulation made by a local authority, often needed when the overarching legislation is unclear about a particular issue.
Department	Means a functional or sectoral administrative area of the District Council for which a senior officer is responsible as a Director e.g. Department of Administration and Finance.
District	A sub-division of a region, conferred according to characteristics such as size, population, level of production and extent of self-sufficiency.
District Administration	Refers collectively to the staff and departments of a district local government. It can also include the Executive, such as the Mayor, Deputy and Executive Secretary.
District Council	The body periodically elected by the voters in a district, to form a council to administer that district for a period of five years as established under Article X of the Constitution.
Minute Taking	The process of recording the main points from a meeting, including discussion points, decisions made, and follow up actions required.
Per Diem	An amount paid to an individual when travelling for work purposes, in order to reimburse cost of travel such as transport, meals and accommodation.
Procurement	The buying, renting, leasing or otherwise acquiring any goods, works or

Procuring Entity	services by a procuring entity. A public body or unit established and mandated by government to carry out public procurement functions.
Record Keeping	The process of sorting, classifying, filing, and secure storage of important and/or confidential documents relating to the work of an organisation.
Transparency	Implies openness, communication, and accountability. Transparency means operating in such a way that it is easy for others to see what actions are being performed and what decisions have been made.

ANNEXES

ANNEX 1

Office Asset Register Format

Week/Month:

Asset ID No.	Serial No.	Description (including Brand)	Unit Value	Date of Receipt	Method of acquisition		Condition of asset on receipt	Physical Location of Asset	Person Responsible	Date and method of disposal (if applicable)
					P, T, D**	Source				

** P = Purchase, T = Transfer, D = Donation

Prepared by: (Procurement Officer)	Verified by: (Director Administration and Finance)	Approved by: (ES/Mayor)
Name	Name	Name
Signature	Signature	Signature
Date	Date	Date

ANNEX 2

Asset Survey Form

Asset ID No.	Serial No.	Description (including Brand)	Physical Location of Asset	Person Responsible	Date of Asset Survey	Condition of Asset at time of Survey	Action Recommended

Prepared by: (Internal Auditor)

Verified by: (Director Administration and Finance)

Approved by: (ES/Mayor)

Name

Name

Name

Signature

Signature

Signature

Date

Date

Date

ANNEX 3

Asset Transfer Form

OFFICE ASSET TRANSFER FORM (internal/external)
Transfer Information: Asset ID #: _____ Description: _____ Transfer from location (Agency/Department, Building, Room): _____ _____ Transfer to Location (Agency/Department, Building, Room): _____ _____ Name of and position of responsible person receiving asset: _____ _____ Date of Transfer: _____ Condition of Asset: _____ Reason for Transfer: _____ Remarks: _____
Authorisation (<i>note: authorisation varies depending on internal/external transfer</i>) Initiating Department/Section: Name: _____ Position: _____ Signature: _____ Date: _____ Verified by: Name: _____ Position: _____ Signature: _____ Date: _____ Approved by: Name: _____ Position: _____ Signature: _____ Date: _____ Asset Received by: Name: _____ Position: _____ Signature: _____ Date: _____

ANNEX 4

Asset Disposal and Write Off Form

Dept./Committee: Local Government Code:DH..... Contact:

Asset Description	Serial No.	Location	Condition	Reason for disposal	Method of disposal	Age of Asset	Expected date of disposal	Asset Office Only	
								Asset No.	Written Down Value
Sold/Donated to	Sale Price								

Recommended by:
 Name
 Signature
 Date

Processed/Filed by:
 Name
 Signature
 Date

Approved by:
 Name
 Signature
 Date

ANNEX 5

Office Asset Maintenance Work Order Form

Order #:

Date: -----

To:

From: Local Government

The below Work/Service is requested *(include details of asset/s and work required)*:

1.

2.

3.

4.

5.

Authorisation:

Requesting Officer:

Name: _____ Position: _____

Signature: _____ Date: _____

Approved by:

Name: _____ Position: _____

Signature: _____ Date: _____

ANNEX 6

Goods Received Form

Ref:

Local Purchase Order No: _____

INVOICE No: _____

Name of Vendor:					
Date:			RR No.		
Item Description	Unit of M/ment	Quantity	Unit Price	Amount	Remarks
Total					

Checked against local purchase order and invoice Yes No

Delivered By: (Supplier)

Received By: (Storekeeper)

Approved By: (Procurement Officer)

Name

Name

Name

Signature

Signature

Signature

Date

Date

Date

- (i) Original—Finance department (with the triplicate copy of the LPO, and the original of the delivery note to enable the DAF to process the payment)
- (ii) Duplicate copy—sent to the vote controller (as notification for goods received).
- (iii) Triplicate copy—retained in the book.

ANNEX 7

Supplies Stock Register/Stores Record

Name/Description of Item: _____

	Received			Issued				
Date	Goods Received Ref No.	Supplier	Units / Quantity	To whom	Units / Quantity	Balance in Stock	Signature of Recipient	Remarks

ANNEX 8a

Store Requisition Voucher

NO. _____

Date. _____

Description	Unit	Requested Quantity	Approved Quantity	Remarks

Requested By (Officer):

Name

Signature

Date

Authorised By (Department Director):

Name

Signature

Date

Approved By (Executive Secretary):

Name

Signature

Date

ANNEX 8b

Store Issue Voucher

Date:

Issue to:

No.	Description	Quantity	Remarks
1			
2			
3			
4			

Signed: Received by:

Issuing Officer: Title:

-
1. Original to receiver
 2. To remain in book

ANNEX 9

Vehicle Movement Recording Sheet (Log Book)—Vehicle

Vehicle Type and Plate No. _____ xx km/litre _____ Type of fuel: _____

Driver Name. _____

No	Date	Passenger Name and Purpose	KM Reading			Fuel	Driver's Signature	Passenger's signature
			Start	End	Difference			
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
	Total KM/Sl.Shl							

Supervisor's Name: _____ Signature: _____

ANNEX 10

Vehicle Transport Request Form

Date _____

To: Administration and Finance Department

Date of Travel: _____

Place to be Visited: _____

Purpose: _____

Date From: _____ To: _____

Time From: _____ To: _____

Requested By (Requesting Officer):

Name and position: _____

Date: _____

Signature: _____

Approved By: (Supervisor of Requesting Officer)

Name and position: _____

Date: _____

Signature: _____

Approved By: (Head of Transport/Logistics)

Name and position: _____

Date: _____

Signature: _____

NB: The Requesting Officer must fill this form a day before for the next day morning trip, the same day in the morning for an afternoon trip. Please also note that for a field trip (duration of one full day or longer) the request should be submitted three days in advance. Depending on the circumstances, an exception can be made for an emergency situation, where the form can be submitted after the travel has taken place.

ANNEX 11

Vehicle Maintenance Work Order Form

To: Administration and Finance Department

From: _____

Date: _____

Vehicle Plate No: _____

Work Requested

Service 1. General Service

2. Check Brakes

3. Washing/Greasing

4. Check Electric System/Light

5. Check Body

Other 6. _____

7. _____

8. _____

Requested by (Driver)
Name _____
Signature _____
Date _____

Approved by:
Name _____
Signature _____
Date _____

Verification by (Chief Mechanic)
Name _____
Signature _____
Date _____

Action taken: _____

ANNEX 12

Vehicle Maintenance Log Book

Vehicle No.....

Vehicle brand:..... Vehicle Type.....

Date	Meter reading			Type of maintenance	Parts replaced / services done	Name and Contact of Garage	Total cost	Next service / maint. due (km)	Name and Signature of Driver	Name and Signature of Logs officer
	Last	Current	Total Kms							

Verified by: (Chief Mechanic)

ANNEX 13

Fuel Order Form

Date: _____

Order No: _____

To: Fuel Station

Please provide Fuel/Lubricant as per below description:

Vehicle Type	Vehicle Plate No	Fuel type/Lubricant	Quantity

Log Book KM Reading:

Present KM Reading -----

Previous KM Reading -----

Difference -----

Last Fuel taken ----- (amount in Litres)

Fuel/KM -----

Requesting Driver

Name

Signature

Authorizing Officer

Name: -----

Signature: -----

Official Stamp: -----

ANNEX 14

Fuel Consumption Analysis Sheet

Fuel Consumption Analysis

Period: Month / Year

#	Vehicle Plate No	Kms Run/Month	Fuel Consumption / Month	Litre Fuel / KM	Cost/Litre	Total Cost	Remarks
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							

Prepared by: Administration and Finance Department

ANNEX 15

Staff Movement Register

Date	Name of staff	Place	Purpose of going out	Time Out	Time In	Signature

ANNEX 16

Travel Request and Authorisation Form

Foomka Ogolaanshaha Socdaalka

Name of Traveler: **Date:**
 (Magaca Qofka Socdaalaya) (Taariikh)

Place/s of travel Goobta loo safrayo (indicate if domestic or abroad)	Mode of Transport (e.g. air, road)	Main Objectives Ujeedada Safarka	Activities to be undertaken Hawlaha lasoo qabanayo	Start Date Bilaw	Return Date Noqosho	DSA Advance? Yes/No Horumarin-Habeen dhax	Remarks Faallo

Shaqaaale **Staff Member (Traveler)**

Magaca **Name:** _____

Xilka **Position:** _____

Saxeexa **Sign:** _____

Korjooge **Supervisor**

Magaca **Name:** _____

Xilka **Position:** _____

Saxeexa **Sign:** _____

ANNEX 17

Travel Activity Report

This form is to be completed after field trips. It should be submitted with the Per Diem Claim Form not more than one week after returning from travel.

Name of Traveller:

Place of Travel:

Date of Travel:

Date of Return:

Objectives of Travel and Outputs achieved

This should list all the objectives of the travel and the results of the field trip.

Main activities undertaken

This should list all the main activities undertaken, and what happened.

Issues for follow up

This should list any issues that arose on the field trip that need further attention.

Challenges and Solutions

This should list any challenges identified and what actions were taken to solve these.

Prepared by:(Officer)

Received by:.....(Supervisor)

Position:

Position:

Signature:..... Date:

Signature:..... Date:

ANNEX 18

Per Diem Claim Form

Date:...../...../.....

Name: _____ Title: _____

Purpose of Travel: _____

Chart of Accounts (Budget Head)	Date	Destination		Total No. Days	Per Diem @/day	Total amount (SISH)
		From	To			

Amount in words: _____

Received by: Cash / Cheque No. _____

Received by (Name) _____ Signature _____ Date _____

Finance Officer: _____ Signature _____ Date _____

Paid by _____ Signature _____ Date _____

Executive Secretary: _____ Signature _____ Date _____

Approved by _____ Signature _____ Date _____

ANNEX 19

Letter of Invitation

Ref:

Date:.....

To:

Cc:

Subject: Details of meeting

This letter is to inform you of meeting on:

Date:

Time:am/pm

Location:

Meeting Purpose:

Sub-topics for discussion are:

- 1.
- 2.
- 3.
- 4.

Signed:

Name and Title:

List of invited participants attached

ANNEX 20

Meeting Agenda

Name of meeting: _____

Meeting Chair and contact: _____

Minutes Recorder: _____

Date of meeting: _____

Start and end time of meeting: _____

Location: _____

Attendees: _____

Apologies: _____

Brief Statement of Purpose of the meeting: _____

Topics in the order to be discussed:

1.

2.

3.

4.

5. Details of next meeting (if required)

ANNEX 21

Meeting Minutes Format

Foomka Hadal Qoraaleedka Shirka Waaxaha Dawlada Hoose Ee Degmada

Taariikhda: _____

Maalinta: _____

Goobta: _____

Ajandayaasha Shirka.

1. _____
2. _____
3. _____
4. _____

Dooda Ajandayaasha

- A.
- B.
- C.
- D.

Go, aanka Shirka

- A.
- B.
- C.
- D.

Magaca

Xilka

Saxeex

- | | | |
|----------|-------|-------|
| 1. _____ | _____ | _____ |
| 2. _____ | _____ | _____ |
| 3. _____ | _____ | _____ |
| 4. _____ | _____ | _____ |

ANNEX 22

Monthly Reporting Format

Name: _____ Department: _____ Month/Year _____

Activities undertaken:
Results achieved:
Challenges and Recommendations:
Annexes/Supporting Documents:

Prepared by:(Officer) Received by:.....(Supervisor)

Position: Position:

Signature:..... Date: Signature:..... Date:

ANNEX 23

Quarterly Report Format

Department: Quarter/Year:

Summary: Programme Activities Target Vs Achievements (Quarterly review):

Act. No.	Activities planned	Progress made so far	Achievements	Justification if not completed	Action points / follow up plan (next quarter)

Summary: Key Learning

Specific activities	Problem faced	Key Learning	Recommendations

Detailed Report:

<p>Background/Political Situation:</p>
<p>Activities undertaken:</p>

Results achieved:

Challenges and Recommendations:

Annexes/Supporting Documents:

Prepared by:(Officer) - Received by:

Position/Department: Position/Department:

.....

Signature:..... Date: Signature:..... Date:

ANNEX 24

Annual Report Format

Department: Year:

Executive Summary
Objectives
Progress
Resources and budget delivery
Work plans for next year

Prepared by:(Officer) Received by:.....

Position/Department: Position/Department:

.....

Signature:..... Date: Signature:..... Date:

Annex 25

Procurement Plan for Goods, Works and Non-Consultancy Services

..... Department		 Financial Year/Month/Quarter									
Description / Code / Tender No.	Basic Data		Bidding (if NCB or ICB method)					Contract				Planned vs. Actual
	Est. Amount (SISh)	Proc. Method ²	Bid Docs Prepared	DTC Approval	Advertise Bid	Bid Opening	Evaluation report Submitted	DTC approve contract award	Date of contract sign	Contract amount (SISh)	Delivery / Implement	
												Planned
												Actual
												Planned
												Actual
												Planned
												Actual
												Planned
												Actual

² Procurement method could be any of the following; national competitive bidding (NCB), international competitive bidding (ICB), selective tendering, competitive quotation (CQ), single source etc

Annex 26

Requisition Form

Ref: _____ Date: _____ Srno. _____
 From (Name): _____ Department/Designation: _____ Place: _____
 Purpose: _____ Date Supplies Are Needed _____

To: Executive Secretary

Subject/RE:

This is to request for authority to obtain or purchase the following:

CoA	Description of Items	Technical Specification (if any)	Quantity	Unit Price/Rate	Amount
Total					

Requested By (Requisitioning Officer)	Name _____	Signature _____	Title _____
Recommended / Not recommended	Name _____	Signature _____	Title (DAF) _____
Approved / Not Approved	Name _____	Signature _____	Title: _____ Date: _____

- (1) The requisition shall be written in duplicate
- (2) The original is sent to the Authorising Officer
- (3) The duplicate is retained in the book.

Annex 27

Quotation Analysis Form

Items: _____

Date: _____

S/No	Item	unit	Supplier A	Supplier B	Supplier C
			Per unit cost	Per unit cost	Per unit cost
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
Total prices					
Number of items Quoted					
Rank					

Comment from the Procurement Committee:

#	Name	Title	Signature	Date
1	Committee Member A	_____	_____	_____
2	Committee Member B	_____	_____	_____
3	Committee Member C	_____	_____	_____

Annex 28

Local Purchase Order Form

Serial No:

Date:

Requisition Ref:

To (Supplier): _____

Address: _____

Please supply and send the below mentioned items and invoice to _____

Item	Particulars	Vote/Item	Unit	Quantity	Unit Price/ Rate (SISh)	Total (SISh)
Total						

Amount in words: _____

This order is subject to the following terms and conditions:

Vote Controller
Names and Signature:
.....
.....
Date:.....

Verified by
Signature.....
Title..... (DAF)
Date

Approved By: (Executive
Secretary)
Signature

Distribution

- 1st copy (Original) – Supplier
- 2nd Copy (Duplicate) – Finance
- 3rd Copy (Triplicate) – Stores
- 4th Copy (Quadruplicate) – Remain in Book (Files)

Annex 29

Visitor Appointments

Date:

Time	Name of visitor	Appointment with	Place
7.00-7.30am			
7.30-8.00am			
8.30-9.00am			
9.00-9.30am			
9.30-10.00am			
10.00-10.30am			
10.30-11.00am			
11.00-11.30am			
11.30-12pm			

Annex 30

Visitor Book

No.	Name of Visitor	Institution or Organisation	Who visiting?	Phone or email	Time and Date visited	Signature of Visitor

Annex 31

Work Plan—Department

Foomka Qorshaha Ee Waaxyaha Dawlada Hoose – the form of local government departments

Waaxda:- _____ Mudada:- _____							
No	Hawlaha Qorshaysan (Activities Planned)	Wakhtiga la qabanayo (Time to do)			Goobta laga qabanayo	Cida qabanaysa	Faalo (Comments)

Waxaa Diyaariyay: _____

Masuuliyada _____

Saxeex _____

Waxaa Hubiyay: _____

Masuuliyada _____

Saxeex _____

Waxaa Ansixiyay: _____

Masuuliyada _____

Saxeex _____

Annex 32

Report on Work Plan

Foomka Warbixinta Waaxaha Dawlada Hoose (report from local Government departments)

Waaxda:- _____ Mudada:- _____					
No	Hawlaha Qorshaysan (Activities Planned)	Hawlaha Qabsoomay	Hawlaha Aan Qabsoomin (Activities postponed)	Sababta Ayna U Qabsoomin (Why it occurs)	Faallo (Comments)

Waxaa Diyaariyay: _____

Masuuliyada _____

Saxeex _____

Waxaa Hubiyay: _____

Masuuliyada _____

Saxeex _____

Waxaa Ansixiyay: _____

Masuuliyada _____

Saxeex _____

Annex 33

Example By-laws

X LOCAL GOVERNMENT MUNICIPALITY

X OFFICE MANAGEMENT BYLAW

PREAMBLE

WHEREAS the X municipal council recognizes that effective, efficient, affordable and sustainable office management are essential to district employee and community service.

WHEREAS the X municipal council recognizes that office ethics and utility are so important.

WHEREAS the X municipal council has competence in terms of law No which it has the right that local government councils can make bylaws.

AND WHEREAS the X municipal council has a duty to make by laws for the provision of office management in terms of law No

NOW THEREFORE the X municipal council acting in terms of the constitution of and the regions and districts administration act.

Hereby makes the following bylaw.

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2. Handling of documents
3. Visitors

CHAPTER 1

INTERPRETATION

1. Definitions

In this By-law, unless the context indicates otherwise, any word or expression used has the meaning ascribed to it by regions and districts regulation 2007

“Admin and finance director” means X district municipal admin and finance director

“Archive” means any collection of historical documents or records providing information about X district municipality

“Audiocassette” means X district municipality cassette of audiotape document.

“Bills” means amount of money owed for goods supplied or services rendered in X district municipality

“Circulars” means any written document that is addressed for circulation in X district municipality

“Constitution” means the constitution of

“Council” means the X municipal council

“Decent clothes” means any polite, proper, acceptable and eligible for Muslim wearing style

“Document”

“E-communication”

“Ethics” means any norms and behavior of X district municipality

“Executive Secretary” means X district municipality executive secretary

“Files” means X district municipality file documents

“Human resource officer” means X district municipality head of human resource section.

“Incoming mails” means those mail pieces that X district municipality receive from any institution.

“Institution” means X district municipality organization.

“Internal communication” means transmission of information between X district municipality council, administration, departments and sections of the institution.

“Memorandums” means a note or record made for X district municipality activities

“Mission” means X district municipality statement explaining the reason of institution existence.

“Municipality” means X district municipality

“Notice boards” means a surface intended for the posting of public messages, for to advertise items wanted or for sale, announce events, or provide information in X district municipality.

“Reference number” means a unique identifier number that X district municipality assigned to each out going letters/ mails

“Regulation”

“Salary” means X district municipality staff monthly payment

“Secretary” means X district municipality office secretaries

“Service”

“Staff” means X district municipality institution employee

“Utility” means X district municipality office utilities like water, electricity and telephone.

“Values” means informing the customers the top priorities and core beliefs of X district municipality

“Vision” means X district municipality aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future

“Visitors” means the clients, customers and guests who visit X district municipality institution

“Weird clothes” means unusual, impolite and improper cloth wearing in X district municipality.

2. Interpretation of By-law

If there is a conflict of interpretation between the English version of this By-law and a translated version, the English version prevails.

3. Objects of By-law

The main objectives of this Office Management bylaw include:

- a) To inform staff of office ethics that they are expected to observe.
- b) To provide guidelines for the management of X district municipality Office specifically pertaining to the communication services, safety and health, maintenance of machines, use of stationery and cleaning supplies and the like.

4. Application of By-law

This By-law applies to all areas which fall under the jurisdiction of the X District Municipality and is binding on all persons to the extent applicable

CHAPTER 2

GENERAL PROVISIONS AND ETHICS

1. General Provisions

- a) X district municipality shall stipulate certain major office ethics that staff should observe during their service with the institution.
- a) X district municipality shall provide guidelines for the use of office facilities with the aim of cost effectiveness and ensuring high level integrity and cost consciousness among staff.
- b) In recognition of staff as the greatest asset of the institution, X district municipality shall continuously strive to make the working conditions of its staff safe, comfortable and pleasant.

2. Office Ethics

Office ethics refers to the acceptable norms of behavior that X district municipality has stipulated for its staff and that reflects the organizational values of the institution. Expects the following from its staff at all levels.

- a) Wearing decent clothes in the office, i.e. avoiding weird clothes;
- b) Reporting to work in fit mental and physical conditions;
- c) Refraining from smoking in the office;
- d) Avoiding excessive/disturbing voice in the office or compound;
- e) Using polite words in conversations with staff, partners, visitors and other stakeholders;
- f) Refraining from having frequent private visitors;
- g) Refraining from loitering around offices;
- h) Attending to visitors promptly;
- i) Demonstrating orderly behavior;
- j) Avoiding fighting with staff, or visitors;
- k) Cutting private telephone calls short.

The above are some of the major acceptable behaviors and therefore should not be taken as exhaustive.

The Finance and Administration director shall ensure that all staff internalize office ethics and observe them. Thus, office ethics shall be part of the orientation and induction of new staff.

Failure to observe the stated and other office ethics will result in a disciplinary action on the responsible staff.

CHAPTER 3

COMMUNICATION SERVICE

1. Postal mail services

The handling of incoming mail in an office needs to be carried out systematically and efficiently in order to have the correspondence quickly available for distribution. The procedure for outgoing mail depends on the volume of posts handled. Reference numbers are given for all outgoing letters and a register book must be kept with the responsible staff. If there are any enclosures, they should be checked and attached to the appropriate letters. The addresses on the envelopes should be checked with the addresses on the letters.

The responsibility for incoming and outgoing mail shall rest upon the Secretary.

2. Telephone Services

Most of the information which passes in and out of the institution is handled by the telephone system. Telephone calls should be confined to official service of the institution.

In as much as possible private calls shall be minimized in order to cut telephone bills. In order to respect ethics in using telephone calls, all users must be informed of appropriate ways in answering and making calls. The following are some tips.

When answering calls:

- a) Always answer promptly when it rings and announce your identity.
- b) If a delay occurs before a caller can be connected keep them informed of the action you are taking.
- c) Always try to make a conscious effort to greet people cheerfully.

When making a telephone call

- a) Check the correct code and number before dialing.
- b) Dial your number carefully and allow sufficient time for the call to connect.
- c) When the person you have called answers, say who you are and to whom you wish to speak.
- d) If you are connected to a wrong number, remember to offer an apology.

Each staff shall have the responsibility for the effective utilization of X district municipality telephone system. In particular, the Administration and Finance Director shall be responsible for ensuring that rules and regulations are observed.

3. Fax Services

Access shall be restricted to the Secretary. Thus, staff wishing to use fax for official purposes shall do so through the Secretary.

4. Internal Communication

Apart from telephone, memorandums and e-communication, internal communication among staff shall take place in regular management and staff meetings, in the form of circulars and notices posted on notice boards.

The management of a X district municipality all levels shall ensure that all staff are well equipped with pertinent information about the institutions functions and development. Moreover, the management shall ensure that staff at all levels are well versed and internalize X district municipality vision, mission and values.

Regularity of staff meetings shall be ensured to discuss both programme and staff issues. Responsibility for this shall rest with the Executive Secretary.

CHAPTER 4

UTILITIES

Utilities shall include electricity and water that X district municipality uses to undertake its operations. Switching off lights and machines when not required even during working hours, using water economically shall be the concern of all staff of X district municipality.

The Administration and Finance Director shall, in particular, be responsible for ensuring the economic usage of utilities. The Executive Secretary shall be in charge of settling bills of utilities.

1. Photocopying Services

Photocopying machines shall be used exclusively for official purposes. To avoid frequent breakdown of the machine, the management shall ensure that only trained and/or officially assigned employees use the machine.

2. Stationery and Cleaning Supplies

Fast moving stationery and cleaning items shall be stocked in stores. To reduce cost of stationery and cleaning supplies, management shall continuously advise employees about cost consciousness, i.e. using the supplies economically. Measures shall include using both

sides of the paper, producing only the required quantities, refraining from using for personal purposes and the like.

Responsibility for the proper utilization of stationery and cleaning supplies shall rest with the Executive Secretary.

3. Care and Maintenance of Office Machines and Equipment's

The following guidelines for the day-to-day care and maintenance of electronic and other machines and equipment shall be provided to all concerned:

- a) Keep a copy of the operating manual with the machine/equipment and follow the instructions given for regular cleaning and upkeep;
- b) Do not smoke, drink or eat when operating any machine;
- c) If the machine has to be moved, be sure to disconnect it from the electrical supply;
- d) Do not allow people without the proper skills to use the machine/equipment;
- e) Have access to a maintenance service for remedying faults;
- f) Undertake preventive maintenance regularly;
- g) Cover machines to avoid dusts, protect them from direct sunshine.

Responsibility for the care and maintenance of X district municipality machines shall be the person using it. However, the Administration and finance shall assume overall responsibility for ensuring the care and maintenance of all machines and equipment. Appropriate budget shall be estimated for the maintenance of machines and equipment.

CHAPTER 5

SECURITY OF PROPERTY HANDLING OF DOCUMENTS AND VISITORS

1. Security of Property

The Administration and Finance Director shall ensure that proper measures are taken to security the properties of X district municipality. Such measures shall include employment of the necessary number of capable guards, equipping the guards with torches and other necessary items. To avoid burglary, fences, gates and keys shall be kept in good order.

2. Handling of Documents

An important function of an office involves the filing and finding of information, which may be held on paper, video and audiocassettes, computer and other means. Ensuring quick and reliable access to the information requires a proper documentation system. Thus, all staff responsible for such a function should see to it that information is readily accessible and documents are securely handled.

Staff files shall be kept with the Human Resource Office. Staff files should be open only to Executive Committee, admin and finance, immediate supervisors and the staff himself/herself.

Data, even outside the staff's file, relating to salaries, age, dependents, medical history, etc., must be protected from unauthorized access by employees and visitors.

At present X district municipality require a central archive. Thus, the responsibility for handling documents shall rest upon each concerned Office and staff.

3. Receiving Visitors

The first impression visitor's gain of an institution is influenced by the manner in which they are received. All staff, especially the Secretary and guards should possess personal qualities that create a good impression with visitors. These include helpfulness, politeness, well-informedness, neatness, tact and punctuality.

Unless for urgent reasons, private visitors shall be discouraged from coming to visit employees. In such cases, employees shall attend to their visitors as quickly as possible.