



ADMINISTRATIVE PROCEDURE MANUAL

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PART 1
INTRODUCTION

I- PRESENTATION OF AJESH

AJESH is an Association working for sustainable development in the South West in Particular and Cameroon in general.

In the face of little available resources, the objectives of this document are to:

- Define clearly the regulations of good financial management;
- Define the conditions for acquiring and using equipment;
- Institute transparency within AJESH's management system.

It is not possible to state everything in this document. In due course, specific issues may be treated by the General Assembly or management.

This document could be modified anytime when need arises by the General Assembly, but such modifications will take into account the present cases and experiences.

- 1- **Status:** AJESH is a Civil Society Organisation recognized under the law N^o 90/053 of 19th December 1990 governing freedom of Associations in Cameroon. It was founded on June 4, 2006 and approved by the Ministry of Territorial Administration through Prefectoral Order No. 298/AR/G.42/162/BAPP as a non-political not for profit making organization.
- 2- **Vision:** We strive for a poverty and injustice free society.
- 3- **Mission:** To move towards a humane and self sustaining environment, free from poverty and injustice.
- 4- **Goal:** To promote sustainable Development through self reliant efforts, education, and training to reduce the impact of societal poverty.
- 5- **Objectives:**
 - To encourage and promote education, training, refresher courses for poor local people;
 - To carry out actions that ensure the sustainable management of natural resources;
 - To initiate and carry out work studies/research, represent, follow up and influence policies that safeguard the interests of the under privilege group in the society.
- 6- **Target Group:**
 - Rural and urban poor,
 - Women,
 - Children and Youth
 - The Elderly

7- Strategic Plan Areas

AJESH intervenes in the following Areas:

Sustainable Management of Natural Resources

- Promoting FLEGT and REDD+ Processes
- Promoting the domestication of Non Timber Forest Products (NTFs),
- Community/communal Forestry acquisition
- Landscape Management
- Ecotourism,
- Resource based conflict resolution,
- Prevention & mitigation of natural disasters, and
- Waste management

Sustainable Agriculture

- Improving production, processing and marketing, using the Value Chain Development Approach (VCDA)
- Capacity building of local groups, Promoting Income Generation Activities,
- Livestock Development,
- Food security, and
- Micro-Project approach

Advocacy

- Elderly related issues
- Gender and Women's issues, Democracy & Governance,
- Enhancing bargaining capacity of local people, Lobbying,
- Institutional Strengthening and Organisational Development
- Children & youth, Problems of minorities, and Health

Community Health care:

- HIV/AIDS, Malaria, Cholera, STDs

Information Technology (IT)

- Promoting IT in rural community (amongst women and youth), IT agro-food marketing,

Infrastructural Development

- Participatory road maintenance, Water supply schemes, Community centres, Rural electrification

II- GENERAL PRINCIPLES OF THE MANUAL

1- General

This Manual contains the policies and regulations for operations of **AJESH (AJEMALEBU Self Help)** and activities. Members of management are expected to be conversant with the Manual, and employees must be familiar with the sections relating to their own work. In addition, all members of management are expected to be conversant with and to all applicable laws, regulations, donor requirements, internal policies and Non Governmental Organization good practices.

2- Compliance

- 2.1. The policies in each chapter are mandatory, irrespective of the level of technology in use. The verification proofs presented in each chapter are only mandatory when those products/services are manually processed, either in part or in total.

3- Delegations and Designations

- 3.1. Except as elsewhere provided, all designations for particular responsibilities may be made on a verbal basis.

4- Basic Controls

- 4.1. No one individual, irrespective of rank, title or functions will process a specific transaction from initiation to final authorization. This means that a transaction will require intervention from at least two individuals prior to completion.
- 4.2. Custodians of cash and other valuables who are leaving on vacation or other absences exceeding two working days will surrender their holdings to another designated employee who will verify the holdings against relative records prior to the regular custodian's departure. The verification should be performed in the presence of the regular custodian(s) or someone designated by the Executive President (CEO).
- 4.3. Operating standards and controls mentioned in this Manual are the minimum requirements under normal conditions. It will be the duty of the Executive President (CEO) to institute additional controls whenever necessary because of local conditions. The Executive President (CEO) is responsible for ensuring that policies and control requirements are being followed.
- 4.4. Procedures in force should ensure that transactions are correctly processed, authorized, completed and recorded to provide an acceptable or intentional damage to processing systems and attendant records.
- 4.5. Provisions and plans must be developed to ensure continuity of processing under adverse conditions, even after the destruction of equipment and primary records.

5- Electronics Authentication

- 5.1. All access to automated systems, their programs, applications, operating systems and data elements must be controlled.
- 5.2. Unless legally prohibited, a properly implemented and maintained electronic identifier, such as a password, may be substituted for personal recognition, a signature or other manual means for controlling access to programs and data provided the system allows unique, identification of the individual user.

6- Other Matters

- 6.1. Amounts quoted throughout this Manual as limits, etc., are expressed in FCFA.
- 6.2. Mention throughout this Manual to “Month-end” is to be interpreted as fiscal month-end (i.e. the last calendar day of the month).
- 6.3. The financial controller is responsible for determining which accounts will be used for recording all transactions and for ensuring that organizational and donor requirements, local regulations and as otherwise required, are met.
- 6.4. To ensure a clear and consistent interpretation of the key control terminology used throughout this manual, the following definitions of “control”, “proof”, and “reconcilement” apply:
 - a. Control: procedures for establishing the correctness/integrity of processing.
 - b. Proof: off-line process for verifying through computing and/or physical comparison that component elements exist and correspond/agree to the basic transaction record (source) and related control total that may exist.
 - c. Reconcilement: off-line function to establish the validity of transactions by matching details against a corresponding record received from a third party.

PART 2
ADMINISTRATIVE PROCEDURES

I- GENERAL ADMINISTRATION

1 - Premises

Introduction

This section deals with general policies for premises, maintenance, fire protection, etc.

Control and Administration Policies

Others

1. All public and working areas will be kept clean and attractive.
2. Once each year, the Account Clerk will make a complete survey of owned and/or leased premises for the purpose of determining operating and capital budgeting requirements for repairs, maintenance and alterations.
3. All entries to premises-related accounts will be approved by the Executive President (CEO).
4. A record will be kept of title deeds, insurance, rentals, etc, and a follow-up maintained for expiration dates of policies and leases. Documentation will be held under lock and key in the custody or control of the Executive President (CEO).

2 - Mail

Introduction

This section deals with the handing of incoming and outgoing mail.

2- Control and Administration Policies

2.1. Incoming Items

1. All incoming mail will be time-stamped and promptly delivered to the appropriate departments. In case where mail received is addressed to specific individuals and not opened by the Department, the envelope will be time-stamped. Subsequently the recipient should indicate the date of receipt on the letter.
2. Incoming ordinary and registered mail may be handled by the secretary(s) (The mail Department). Incoming registered mail or parcels will be opened and the contents recorded in a record on incoming registered mail. All items or registered mail will be examined upon receipt by the secretary(s) to ensure that they have not been tampered with. Should evidence of tampering be found, the envelope or parcel will be opened in the presence of the post office employee or delivery agent and the contents verified. Only after satisfying themselves that no tampering has occurred should the employees sign the post office receipt. If the picking up and opening functions of registered mail are not performed by the same employees, the employees picking up the mail will assure themselves that all registered mail has been entered in the record of incoming registered mail, or they will obtain a receipt showing the register number from the employee to whom they delivered the mail.
3. The mail department will retain copies of all mail deposits received.

2.2. Outgoing Items

1. Outgoing mail containing cash will be handled as outlined in the shipment of cash, section of this chapter.
2. Date, registration number, addressee, and originating department of outgoing registered mail will be recorded in a record for outgoing registered mail. The employee delivering a registered mail to the post office will initial the record. This record may consist of a register or the post office receipts.
3. Envelopes and parcels returned by the post office will be delivered unopened to the Executive President (CEO).

3 - Telephone Communication

1. Introduction

- 1.1. This section deals with the policies for providing cost-effective and reliable telephone communication with other parties and correspondents and between employees who must communicate with one another in the course of carrying out AJESH's activities. It also deals with the efficient use of telephone communication facilities to minimize the waste of resources.
- 1.2. The facilities covered by this section consist of telephone instruments.

2. Control and Administration Policies

2.1. Minimum Services Standards

1. Any facility, through which communication with a correspondent may take place must be of such quality and be kept in such a state of repair that the speech path on both incoming and outgoing calls is not perceptibly inferior to that from a local direct public network telephone.
2. Receptionists or switchboard operators must be trained to handle calls courteously and must have knowledge and directory facilities that enable them to switch through all incoming calls promptly and to the appropriate telephone instrument.

Prevention Of Waste And Misuse

1. It is the responsibility of the Executive President (CEO) to apply agreed policies on the making of personal telephone calls by staff members. The basic policy should be established by the Executive President (CEO) and should reflect the need to prevent abuse, but should take into account the value of staff members' time and morale. For example, if a staff member has a pressing personal matter to deal with; his work may suffer if the policy compels him to go to

payphone to make a personal call. In general, reasonable local calls should be allowed and national calls should be allowed under special circumstances. International phone calls should not be allowed, except under very special circumstances and with individual approval from the Executive President (CEO).

Other

1. Means should exist for checking charges made by the local telephone service administration; adequate checks should be made before payments for such services are authorized.

4 - Stationery and Supplies

1. INTRODUCTION

- 1.1. This section deals with the purchasing, handling and control of stationery, books and supplies.

2. Control and Administration Policies

2.1. Printing of Forms

1. The Executive President (CEO) or someone designated by him will review and approve each request for the printing of forms.
2. Normally, several bids should be obtained in each case involving the printing of new forms or the reprinting of existing forms. Price should not be the only consideration. The quality of the product and the reliability of the printer should also be considered. The Executive President (CEO) should establish guidelines and limits up to which orders may be placed with existing relationships without obtained competing bids. In any case, bids from competing printers or suppliers should be obtained from time to time to ascertain that the existing relations remain economical to the organization.

2.2. Others

1. The Executive President (CEO) will be responsible for ensuring that in addition to basic requirements, economy is observed with regard to the purchasing, handling and control of stationery, books and supplies.
2. Proper inventory records should be established. They should reflect such information as identification of the item, the amount of stock on hand, the dates of movement, the amounts involved, and the unit price of the item when it was last received from the supplier. However, in order to avoid costly record keeping, the Executive President (CEO) will determine which forms needs not be recorded on inventory records because of in-house printing or low-volume usage.
3. As a rule, purchase should normally not exceed a six month supply. If a more attractive price can be secured for ordering larger quantities, this rule may be waived by the Executive President (CEO) after

having considered the expected life of the form and the volume used in addition to the price of the item.

4. Stationery, books and supplies will be held in the custody of designated employee(s), who will deliver items only against a written request. Requests must indicate the quantity desired, the form identification number, if applicable, or a brief description of the items desired, the department initiating the request, and approval of the department head or his designee. The Account Clerk will establish procedures, based on the frequency and volume of use, as to the scheduling of periodic deliveries of stationery to enable the stationery unit to perform its function in an economical manner.

III - PROCUREMENT PROCEDURES

1. General

1. Purchase Order must be issued and signed by an authorized person for procurement of goods and services over F CFA 50 000;
2. The Executive President (CEO) is the only person allowed to authorized procurement of goods and services no matter the amount ;
3. The Projects Officeris allowed to sign purchase Order for amount under F CFA 1,000,000;
4. Account Clerk or Account/Administrative and Financial Officer are allowed to sign Purchase Order for amount under F CFA 300,000;
5. Procurement of goods and services for amount over F CFA 500,000 must be justified by at least three (3) proforma invoice or proposals received from suppliers;
6. Procurement of goods and services for amount over F CFA 300,000 must be paid by cheque or bank transfer to the suppliers.

Procurement Procedures:

Request

Request of goods and services by Projects or Departments are formalized through a Request Form (RF) ;

Request Forms (RF) are issued in three (3) copies by the project or the Department requesting the goods or services, and are signed by the Project Manager or the Head of Department concerned by the request ;

Order

Two (2) copies of the RF are issued in three (3) copies by the Project or the Department requesting the goods or services to the Account or Administration and Finance Department which proceeding to:

- The verification of the availability of the budget for the budget line corresponding to the expense or investment;
- the selection of the supplier according to the rules applicable (as described below);
- the preparation of the Purchase Order (PO) in four (4) copies, with the mention of the characteristics of the goods and services, the price, corresponding budget line.

Purchase

2.6. The approved PO is dispatched as follows:

- two (2) copies to the suppliers (1 copy must be returned attached to the invoice),
- one (1) copy to the Project or the Department requesting the goods or services, and
- one (1) copy to the Administration and Finance Department.

Reception

3. Goods and services provided by the supplier are received by the Administration and Finance Department which is :

- Verifying the goods or services received
- issuing and signing a Delivery Note (DN) in three (3) copies,
- sending the goods received and a copy of the (DN) to the Project or the Department requesting the goods or services.

4. The Project or the Department requesting the goods or services receives the goods transmitted by the Administration and Finance Department after controlling the quality of the goods, and signs the DN to materialize the reception;

4.6. Copies of RO are dispatched as follows :

- one (1) copy to the supplier
- one (1) copy to the Project or the Department requesting the goods or services.
- one (1) copy to the Administration and Finance Department

Supplier's invoice

4.7. The supplier sends his invoice attached with a copy of Purchase Order (PO);

5. The Mail Department (Secretary of the Executive President (CEO)) receives the supplier's invoice, records it, and transmits it to the Administration and Finance Department for processing;

5.6. the Administration and Finance Department verifies :

- the conformity of the invoice with the PO, and RO
- the accuracy of the invoice
- and certifies the invoice by signing it and mentioning "To Pay";

Accounting record of the invoice

6. Accounting entries to record the supplier's invoice are prepared by the Accounts Clerk and are approved by the Accounts Assistant;

Payment

- 2.14. The supplier's invoice is recorded in the General Ledger;
- 2.15. The Administration and Finance Department prepares the following documents to proceed to the payment of the invoice :
 - Disbursement Voucher (DV)
 - Cheque, or bank transfer, petty cash note (depending of the mode of payment as per the rules elaborated in the manual);
- 2.16. The DV to which is attached the invoice, and the cheque, is signed for certification by the Administrative and Finance Officer;
- 2.17. The Certified DV to which is attached the invoice, and the cheque, is transmitted to the Executive President (CEO) for approving signature, and signature of the cheque;
- 2.18. The above documents are transmitted to the Account clerk who
 - remits the cheque to the supplier
 - cancel the invoice (with the mention "Cancelled" on the invoice) and mentioning the references of the payment to the invoice;
- 2.19. The supplier signs the DV to acknowledge receipt of the payment (discharged), and mentioning "Paid" on the DV ;

Accounting record of the payment

- 2.20. Accounting entries to record the payment (DV) are prepared by the Accounts Clerk and are approved by the Accounts Assistant ;
- 2.21. The payment (DV) is recorded in the General Ledger accounts ;
- 2.22. The DV, the invoice paid, and the copy of cheque are filed.

IV- OTHER FUNCTIONS

1 - Internal Controls

Introduction

- 1.1. This section deals with departmental and independent verifications, proofs, and reviews performed under the supervision of operations management.

Control and Administration Policies

1.1 Staffing

1. Departmental verifications and proofs are performed under direct responsibility of the supervisor of the operating department concerned. With the concurrence of the Executive President (CEO), this function may be delegated to section supervisors (including the supervisors of the sections concerned). These supervisors may, in turn, assign some or all of the work to assistants not involved in the preparation, maintenance, recording, checking, etc. of the records or valuables being reviewed.
2. Independent verifications, proofs, and reviews are conducted under the responsibility of the Executive President (CEO). This supervisory responsibility may be delegated to a qualified independent staff member, who will utilize control clerks or other qualified assistants in meeting the requirements. eaten
3. When three or more stall members, each with a well-defined responsibility separate from those of the others, are involved on the same type of work, an exception to the independent requirement is permitted. These individuals may assist in reviewing the records or valuables of the others with the following provisions:
 1. No member may review records that he regularly posts or checks.
 2. The review must be directly and actively supervised by an independent staff member.
 3. No staff member may review the same individual's records or valuables in successive reviews.
 4. Departmental verifications and proofs may be done on an independent basis.
 5. Departmental controls are not considered part of the verification, proofs, and review program, except to the extent that they are reviewed for compliance with requirements. Departmental controls are checks, cross-checks, reviews and similar functions done continuously or a regularly scheduled basis (daily, weekly, etc.)

1.2 Timing

1. All required verifications, proofs, and reviews (both departmental and independent) will be made on a surprise basis.
2. Verifications, proofs, and reviews made in excess of the minimum requirements may be made without surprise and by staff ineligible to make the required verifications, proofs, and reviews (including persons keeping the records).

2 - Insurance

Introduction

- 1.1. This section deals with general policy covering insurance.

Control and Administration Policies

Coverage

1. The Account Clerk or Administrative and Finance officer will be responsible for ascertaining that adequate insurance coverage is held. He/she will maintain current information relating to all types of coverage required and be fully conversant with local insurance laws and regulations pertaining to such coverage.
2. Buildings owned by the organization, improvements and installations in leased premises, furniture, equipment and other similar property will be insured against customary risks of fire, lightening and also, when considered desirable, against earthquake, tornados, floods, civil commotion, rent insurance, etc.
3. A comprehensive general liability policy will be carried out by AJESH to insure the organization against claims for damages for which the organization may be legally responsible.

2.2. Others

2. Annually, a special review will be made of all insurance obtained, with particular attention to its adequacy, both as to amount and type of coverage.

3 - Taxes

Introduction

1.1 This section deals with basic policies on taxes.

Institutional policy requires prompt, timely compliance with all tax obligations and that tax paid be no greater than required by law. Legally doubts as to the extent of the organization obligations under the tax law are to be resolved through consultation with local counsel.

AJESH is exonerated from income tax as an Association.

Controls and Administration Policies

2.1. AJESH shall maintain such special tax records.

2.2. Management

1. A complete analysis of the accrued taxes account by type of tax required by the Account Clerk at year-end. Permanent detailed records of all transactions affecting the accrued taxes account must be maintained to support this year-end analysis. Taxes that are not assessed against the organization (i.e. those paid on behalf of employees, etc) should not be reflected as accrued taxes. Separate detail records/sheets will be identified by the fiscal year to which they relate. Taxes advanced for third parties may be reflected as a receivables account pending reimbursement. Taxes withheld from payments of salaries, etc., may be maintained as sundry accounts pending payment to the government.
2. Original or certified copies of receipts for all taxes paid, should be filed in tax records as soon as they are received. Each receipt should be accompanied by a covering letter identifying the tax and taxable period to which it relates.

2.3 Other

1. The Executive President (CEO) is responsible for compliance with all tax laws and regulations. And the Account Clerk or Administrative and Finance Officer will be designated to supervise the co-ordination of tax compliance functions discussed in this section.
2. Tax audits and examinations by local tax authorities will be handled by the Account Clerk or Administrative and Finance Officer, who may be assisted by tax advisors.

4 - Legal

Introduction

- 1.1. This chapter outlines the general rules and policies designed to protect or enhance the legal position of the organization in the event of a dispute with a Third party or regulatory authority.

Control and Administration Policies

The Account Clerk working closely with local counsel will keep The Executive President (CEO) informed of all local laws, regulations, interpretations and court decisions which affect, directly or indirectly, the activities of AJESH and its projects.

Selection of new outside counsel and any arrangement to place outside counsel on a retainer basis is subject to the approval of the Executive President (CEO).

Counsel should be consulted as to policies to govern when form agreements should be consulted, be used in lieu of agreements drafted for specific transactions and situations. Local counsel should be consulted periodically as to any changes that may be required by changing laws, regulations, and decisions.

5 - External Audits

Introductions

- 1.1. This section deals with general policies regarding inspections and audits performed by authorities and external auditors.

Control and Administrative Policies

- 2.1. The Executive President (CEO) should satisfy himself that the scope of the examination or the audit is within the requirements of local laws and regulations, and the donor requirements.
- 2.2. External audits of the accounts and the financial reports of AJESH office and the project must be carried out at the end of every financial year of AJESH and the projects (on the request of the donors)
- 2.3. The audit firm to perform the external audits of AJESH office and the projects must be appointed every year on the basis of its capability, credibility (internationally) and independence.
- 2.4. External auditors must give their audit opinion on the financial reports of AJESH office and for individual projects when the audit is requested by the donors.

PART3: PERSONEL PROCEDURES

I- RECRUITMENT AND PROMOTION

1- General Provisions

1. Selection of staff members shall be made without distinction as to race, sex or religion. So far as practicable, selection shall be made on a competitive basis. The paramount consideration in the appointment of staff shall be efficiency, competence and integrity.

2- Employment Policy on Family Relationships

- 2.1. Except where another person equally well qualified cannot be recruited, appointment shall not be granted to a person who bears any of the following relationship to a staff member: father, mother, son, daughter, brother, or sister. The spouse of a staff member may be appointed provided that he/she is fully qualified for the post for which he/she is being considered and that he/she is not given any preference by virtue of the relationship to the staff member.
- 2.2. A staff member who bears any of the above-specified relationships to another staff member:
 - Shall not be assigned to serve in a post which is superior or subordinate in the line of authority to the staff member to whom he is related;
 - Shall disqualify himself for participating in the process of reaching or reviewing an administrative decision affecting that status or entitlements of the staff member to whom he/she is related.
- 2.3. The marriage of one member to another shall not affect the contractual status of either spouse but their entitlements and benefits shall be modified.

3- Recruitment

3.1. General service staff

1. Employees are recruited to perform duties established by post descriptions pertaining to appropriate general service level occupations.
2. Their remunerations are based on a scale established by the organization. The salary scale is determined by periodic salary surveys and is based on the prevailing rates in the locality for nationals carrying out functions of the same level.

3.2. Temporary assistance

1. Subject to the availability of funds, temporary assistance may be arranged through short-term appointments in replacement of staff members on extended sick leave or maternity leave.
2. A minimal medical examination is required in every case.

IV- Documentation Required On Recruitment/Appointment

4.1. On appointment (for both general service staff and national officers)

- Medical Examination
- Personnel history
- Copy of staff member's birth certificate;
- Copy of certificate of spouse, dependent child/children and secondary dependants, whichever is applicable;
- Copy of marriage certificate or divorce decree, where applicable.

4.2. Letters of appointment

Upon appointment, renewal of fixed-term or short-term appointment, or conversion to a permanent appointment, a staff members receives a Letter of Appointment, which regulates the terms and conditions of his employment.

4.3. Post (job) description

The Projects Officers should prepare a detailed post description for each established post.

V- Promotion

5.1. General provisions

1. Promotion is the advancement of a staff to the next higher level within the local salary scales.
2. A differentiation must be made between upgrading a post and promoting an individual. The upgrading or reclassification of posts is an administrative action and does not imply an automatic entitlement to promotion of the incumbent.

5.2. Annual promotion review

1. Promotion review is conducted within the first three months of each year by the Appointment and Promotion Panel constituted for that year.
2. Supervisors should carefully review the work performance and potential of staff under supervision and submit clear and concise recommendations for promotion only in cases of genuine merit. They should refrain from making recommendations for promotion, which are based only on the staff member's performance at this level.

2- SALARY

1.1. Salary scales

Salary scales are established on the basis of local conditions of employment.

1.2. Deductions and contribution

1. At the end of each pay period the following deductions shall be made from the total payments due to the staff member for:
 - Payroll taxes
 - Medical Insurance Plan premiums where applicable
 - Indebtedness to AJESH: and
 - Indebtedness to third parties when any deduction for this purpose has been authorized by AJESH
2. Salary deduction for indebtedness to third parties may be approved by the Executive President (CEO). It should be understood that AJESH cannot guarantee payment of loans. Credits incurred by staff members. Staff members when making use of his facility are solely liable under their agreement with the lending institution.
3. No salary shall be paid to a staff member in respect of periods of unauthorized absence from work unless such absence was caused by reasons beyond his control or duly certified medical reasons. c/

1.3. Salary advance

Salary advances may be granted under the following circumstances and conditions:

1. Advance for major expenses

A salary advance for major medical expenses, in only exceptional circumstances. The advance should be recovered within one month from the date of payment.

1.4. Emergency advance

1. The Executive President (CEO) may exceptionally authorized a salary advance to meet genuine urgent needs: material losses due to fire, flooding and similar disaster; home emergency repairs, but not construction loans; serious illness or death in the immediate family circle;

Such emergency salary advance may not exceed two months, with recovery commencing on the first pay-day after the advance has been given. However, if the staff member's contract is due to expire sooner than recovery period specified above, full repayment shall be made prior to the expiration date of the contract.

2. Not more than one emergency advance may be made during any period of two months.

1.5. Special advance

1. Where staffs have either no access or have genuine difficulty in gaining access to local credit facilities, the Executive President (CEO) may grant, at his discretion, a special advance of up to one month of a staff member's net salary for ad hoc purpose related to the well-being of the staff member or his family.
2. Genuine difficulty in obtaining credit from local sources services as the primary criterion for extending such an advance. The Executive President will verify that such difficulty in fact, exists.
3. Not more than one special advance may be made during any twelve month period
4. This advance should be recovered commencing on the first pay day after the advance has been made and in equal monthly installments over a period not to exceed twelve months or the period covering the staff member's contract with AJESH including accrued annual leave, whichever is the lesser
5. If, in the judgment of the Executive President (CEO), the staff member's situation justifies both an emergency advance and a special advance, the total of these two advances must not exceed three months net pay and the recovery period for the whole amount must be as describe above.

1.6. Overtime

1. Staff members who are required to work in excess of the scheduled workday or in excess of the scheduled workweek should be given to the provisions describes below. The following situations could arise:
 - Where the schedule workday is less than eight hours or the scheduled work week is less than 40 hours, overtime will not commence until the eight hours of work a day and 40 hours a week have been accomplished. A staff member who has worked in excess of the workday but less than eight hours, or in excess of the workweek schedule but less than 40 hours, is entitled to an equal period of compensatory time off but not to a cash payment;
 - Work in excess of the eight hours a day or 40 hours a week will be considered as overtime and will be remunerated either by compensatory time off (at the rate indicated in paragraph 2, below) or by a supplementary cash payment. While local conditions and practice should be taken into account in determining whether compensatory time off will be given in preference to

cash, exigencies of service and budgetary considerations should be the overriding factors. Within this context the following provisions will apply: where local practice favors cash payments, staff members may, subject to exigencies of service, still be allowed to opt for compensatory time off if they so request. Where local practice favors compensatory time off, cash payment should normally not be made unless exigencies of service require otherwise;

- Where longer workweek hours have been established for certain categories of staff (drivers, messengers and other custodial staff) overtime payment do not commence until these hours have been worked. The same provisions as per (1) and (2), above, will also apply to these categories of staff; and
 - When a staff member is required to be in duty on a day other than a regularly scheduled workday, or on any of the official holidays, all hours worked on these days are treated as overtime, irrespective of the number of hours worked during the scheduled workweek.
2. Compensation for overtime (as defined in paragraph i (2), above), either by compensatory time off or by cash payment, is calculated on the basis of one and half the normal rate. Hence compensatory time off is granted at the time and half rate and overtime payment is made at the rate of one and half times the hourly rate of the net salary. This rate may be modifies where it is inconsistent with local practice.
 3. Compensation for overtime is calculated to the nearest half-hour; casual overtime of less than one half-hour on any day during the scheduled workweek is disregarded. A staff member who is required to work on day or on an official holiday will receive no less than four hours of overtime compensation. Thus, if called upon to work two hours on a non-work day and the overtime is normally payable at the rate of one and a half times the hourly rate, a staff member would receive four hours of compensation instead of three hours.
 4. In the interest of the health of the staff and the efficiency of the service, a staff member may not be required to work more than 40 hours of overtime during any one month in which the usual exigencies of the service so require.
 5. Subject to the exigencies of the service, compensatory time off should take place within four months following the month in which the overtime work is done; otherwise it is forfeited.

1.7. Overtime while mission

1. While payment of travel subsistence allowance is generally an automatic entitlement for a staff member on travel status, compensation for overtime is subject to start management control, including the need for prior authorization.
2. When a staff member is required to travel on official business the working schedule should normally be organized in such a way as to avoid the need for overtime work while on mission

3. Nevertheless, exceptional situations may arise where it is necessary to authorize overtime work while the staff member is on mission, e.g. during a holiday. In those situations overtime may be compensated, as per sub-section above. These instances should, however, be kept to the minimum and should be subject to rigorous administrative control.
4. The time spent traveling to the place of work while on mission does not constitute a basis for overtime payment. Drivers are excluded from this provision and may exceptionally accrue overtime while they are actually performing their functions; i.e., driving, servicing or accompanying a vehicle for servicing, or standing by for driving. A period during which a driver on travel status is released from duty for some time (i.e., at a project site during a visit) should not give rise to overtime payment. Drivers should be compensated for overtime according to normal provisions under these circumstances.

1.8. Safe driving bonus

1. A staff member whose functional title is that of driver and who performs regular driving duties, is eligible to receive a safe driving bonus – the equivalent of one week's salary, on 31 December of each year subject to the following conditions :
 - He has worked as a driver for AJESH since 1st January of that year;
 - He has not been involved in any automobile accident considered to be his fault during the entire year; and
 - He has not been convicted of any traffic violation such as reckless driving, or going through a traffic light during the year. At the discretion of the Executive President (CEO), fines for improper parking need not to be considered as a traffic violation for this purpose.
2. A driver who has been employed more than six months but less than a year as of 31st December and who is otherwise qualified, receives a bonus prorated to the number of six months served. A driver who has not been employed for a full six months as for 31st December is not eligible for the bonus.

3 – HOURS OF WORK, OFFICIAL HOLIDAYS AND LEAVE

1- HOURS OF WORK

1.1. Working schedule

The Executive President (CEO) establishes the normal working schedule, taking into consideration the government working hours and prevailing practice.

The established norm for a workweek (annual weekly average) of hours to be worked is a minimum of 35 hours and a maximum of 40 hours.

2- OFFICIAL HOLIDAYS

2.1. Official Holidays

Official holidays declared or recognized by the state should be respected. Any work done during the said period should be considered as overtime and paid for except it is at the discretion of the staff member.

3. LEAVE

3.1. Entitlement to annual leave

1. Staff member holding a fixed-term appointment who are in full pay status are entitled to annual leave, according to local worker employment regulation.

3.2. Annual leave

1. An application for leave must be submitted and approved before the leave is actually taken.

3.3. Sick Leave

(a) General provisions

1. Staff members are responsible for informing their supervisors as soon as possible of absence due to illness or injury.
2. No staff member is granted sick leave for a period of more than three consecutive working days without providing the Executive President (CEO) with a certificate from a duly qualified medical practitioner stating that the staff member is unable to perform his/her duties, giving a diagnosis of the illness and estimating the duration of incapacity. The medical certificate (s) must be forwarded with the staff member's completed and signed Monthly Leave Report at the end of the related month to the Executive President (CEO)'s Service for certification and retained in staff member's Records file.

3.4. Maternity Leave

1. Maternity leave commences six weeks prior to the anticipated date of birth upon production of a certificate from duly qualified medical practitioner indicating the anticipated date of birth. However at the staff member's request and upon production of a certification from a duly qualified medical practitioner indicating that she is fit to continue to work, the absence may be permitted to commence less than six weeks but normally not less than two weeks before anticipated date of birth.
2. The leave shall extend for a total period of sixteen weeks from the time it is granted. The post-delivery leave shall therefore extend for a period equivalent to sixteen weeks less the period between the commencement of maternity leave and the actual date of birth, subject to a minimum of ten weeks. However, the staff member, on request, may be permitted to return to work after the lapse of a minimum period of six weeks following delivery.
3. The staff member receives maternity leave with full pay for the entire duration of her absence in accordance with paragraphs 1 and 2, above. However, if, due to a miscalculation on the part of the medical practitioner or midwife as to the date of birth, the pre-delivery leave is more than six weeks, the staff member receives full pay to the actual date of birth and will be allowed the minimum of 10 weeks of post-delivery leave provided in paragraph 2, above
4. Sick leave is not normally granted for maternity cases except when serious complications arise
5. Annual leave shall accrue during the period of maternity leave, provided that the staff member returns to service for at least six months after the completion of maternity leave. Annual leave credit for the period of maternity leave shall be withheld until such time as this service requirement has been fulfilled.

3.5. Special leave without pay (SLWOP)

1. Authority to approve request by staff members for SLWOP is delegated for the Executive President (CEO). Special leave without pay may be guaranteed for advanced study or research in the interest of the organization, in cases of extended illness for child care, or for compelling family reasons such as serious illness of family members; staff members are expected to exhaust their annual leave entitlement before the commencement of any period of special leave without pay.

4 – JOB Position

1. Executive President (CEO)

Duties :

- Ensuring the implementation of decisions of the GA and the Board of Directors
- Elaborates AJESH's strategy
- Coordinates all Natural Resource Projects
- Coordinates, animates and controls all AJESH's activities
- Organizes the set up and good functioning of AJESH
- Oversees the management of both material and human resources
- Coordinates all external relations (With partners; etc...)
- Represents AJESH at all levels
- Manages the daily activities according to AJESH rules and regulations
- Prepares orientations, plans of action and budgets
- Coordinates the writing of projects
- Looks for finances
- Authorizes expenditures (disbursement of fund)
- Ensures the respect of AJESH's rules and regulations by staff.
- Main Link between AJESH and its various publics – GA, BD, staff, doctors government etc..

Hierarchy: Placed under the General Assembly or Board of Directors.

2. Projects Officer

This is a senior management position that requires someone with a broad knowledge in administrative, technical and financial issues, with a particular capacity for handling institutional procedures and operations.

Duties:

- Provides the most effective assistance to the Executive President on all matters relating to the smooth and efficient management of the projects
- Conceives, designs, implements, monitors and evaluates projects
- Ensures that there is sustainable search for funding through regular and diverse conception and design of projects
- Holds regular planning meetings with project staff
- Identifies activities that need follow-up and brings them to fruition
- Coordinates the writing of reports
- Ensures the management, coordination and regulation of project activities
- Ensures that proper marketing strategies are put in place to enhance the development of professional market chains for farmers
- Ensures the timely production of all reports
- The monitoring of staff and their performance is the prerogative of the Projects Officer
- Makes suggestions to the Marketing Officer in the establishment of network of markets in the project area

- Proposes action plans and makes suggestions to hierarchy on the implementation of project activities
- Has the responsibility to ensure that the capacity building of staff on specific skills is enhanced
- Gives assignments and other duties to staff as instructed by the Executive President and ensures their timely implementation
- Briefs the Executive President at least once a week on programme implementation
- Works in close consultation with cashier to ensure (running) of the office
- Performs other duties as required .

Personnel

- Draws up and enforce the attendance/exit register
- Makes proposal for staff upgrading
- Shortlists interviewers for interviews
- Prepares employment/contract letters and submits to the Executive President for approval

Material/Equipment

- Ensures proper inventory system is put in place
- Manages all project equipment and ensures their judicious use by all and sundry
- Ensures efficient use of materials through an effective control system
- Develops and implements regular maintenance schedule for all equipment, vehicles, fittings of the organisation

Hierarchy: Placed under the CEO

3. Accountant / Administrative and Finance Officer

Duties and responsibilities

- Performs personnel work including interpretation and processing of entitlements, insurance of contracts and maintenance of various personnel records and file;
- Assists in the recruitment of General Service staff for non-specialized work including evaluating candidates applications, administering exams, conducting preliminary interviews of candidates; assigns General Service staff to meet work requirements; reviews and evaluates work of subordination;
- Collects information and assists in conduct of survey, daily subsistence allowance criteria, local salaries for office and servicing staff;
- Briefs international consultants on general administrative matters relating to visas, licenses, security; provides advice and ensures administrative support as required;
- Advises and assists other staff in the area office management. Arranges for and/or attends meetings on day-today administrative matters, participates in discussions of new or revised procedures and practices, interprets and assesses the impact of changes; and makes recommendation for follow-up action;
- Prepares, on own initiative, correspondence, reports, evaluations and justifications, as required, on general administrative or specialized tasks which may be of a confidential nature within the assigned area of responsibility;

- Assists in the preparation of office budget applicable to staff and servicing costs and maintains necessary budgetary controls records;
- In addition to general administration responsibilities, may also supervise directly, activities concerned with office and grounds maintenance, security, transport and similar services;
- Requisition office supplies and equipment and arranges for control of distribution and maintenance of appropriate inventory records;
- Provides interpretation of administrative rules, regulations and procedures;
- Maintains financial records and monitoring systems to record and reconcile expenditures, balances, payments, statements and other data for day-to-day transactions and reports;
- Maintains contacts with local banks for verifying accounts status, obtaining approval for cheque clearances, verifying currency exchange rates and similar direct transactions;
- Prepares recurring reports as schedules and special reports as required for budget preparation, audits or other reasons;
- Advises and assists Staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial matters and calculates and authorizes payments due to claims and services;
- Initiates correspondences to verify data, answer queries and obtains additional information on accounts and financial transaction, as required;
- Maintains liaison with officials of local banks to obtain day-to-day information on exchange and interest rates, changes in procedures and regulations and matters pertaining to maintenance of office bank accounts;
- Prepares detailed cost estimates and participates in budget analysis and projections as required;
- Supervises one or more lower level accounting clerks
- Prepares leave schedule and calculate all deserved claims (CNPS, taxation etc)
- Ensures all expenditure is backed with receipts
- Follows up financial implications of contracts of the organisation
- Tracks daily financial transactions of the project
- Keeps an up-to-date asset record of the project
- Prepares salary sheet for the month and presents to the Executive President
- Reports to the Executive Director
- Keeps duplicates of cash situation records
- Proposes internal financial control systems to the Executive President
- Performs other duties as required.

Hierarchy: Placed under direct supervision of the Executive President

4. Cashier

Duties:

- Receives and pays out cash
- Keeps and operates cash book
- Pays only authorized vouchers
- Receives cash for sales with bills as supportive documents
- Explains procedures for cash payment to those concerned
- Attaches supportive document for the vouchers
- Makes deposits of cash and cheques to the Banks
- Authorized to make Bank withdrawals
- Prepares monthly salaries and wages and present to the Executive President for approval

Hierarchy: Placed under the supervision of the Executive President/Account's Clerk

5. Natural Resource Officer

Duties:

- Coordinates all activities in relation to sustainable Forest Management (SFM)
- Promotes tree nurseries with farming groups, with emphasis on the selection and domestication of indigenous species based on farmer
- Promotes tree planting) preference
- Promotes agro-forestry
- Carries out activities in relation to forest conservation
- Participates in setting in relation and deciding strategy for AJESH's extension work
- Identifies endangered species of trees
- Disseminates forestry law to communities
- Prepares pedagogic material (technical notes, visual aids, etc...)
- Organizes training sessions, workshop
- Carries out field visits.
- Proposes projects*
- Writes reports
- Proposes plan of action and budget*
- Liaises with Government and AJESH management
- Assists the Projects Officer as may be required

Hierarchy: Placed under the Projects Officer

6. GIS Technician

Job description

Expectations for the position

Train and support forest communities in the documentation of customary land tenure and the entire Land Use Planning (LUP) process.

Job responsibilities

Placed to work with forest communities, the GIS Technician is responsible for the implementation of participatory activities within his perimeter. He will work most of the times in forest communities notably in collaboration with the Facilitators and other staff. He will be responsible to:

- Contribute in the planning and implementation of LUP activities, with the aim of assisting indigenous and local communities in forest zones in the production and utilization of LUP maps.
- Contribute to the documentation, reporting, monitoring and evaluation of the project.

Main tasks

Participatory mapping and support to communities

- Ensure the training of local planners in villages in collaboration with the facilitators;
- Facilitates the production and validation of geo referenced maps by communities in collaboration with the facilitator;
- Contributes in the transfer of final data of community maps to the MappingForRights data base;

General

- Contribute to the development of work plans, and budgets for the realisation of project activities in the area of intervention (Kupe Muanenguba Division);
- Contribute to drafting mission reports, monthly reports and any other reports as necessary;
- Contribute to classifying and filing project documents (reports, draft maps, etc.);
- Manage project material and funds according to project procedures;
- Develop and maintain constructive professional relations with the Administration, governmental institutions, NGOs and communities concerned by the project at local level;
- Contribute to the monitoring and evaluation of the project;
- Perform any other task necessary to the good implementation of activities and to the achievement of project objectives.

Hierarchy: Placed under the Projects Officer

7. Facilitator

Job responsibilities

As a project Facilitator, he is required to spend the majority of his time working with communities in the forest area. He works in close relationship with the GIS Technician and has the responsibility to:

- Contribute to the planning and implementation of project activities in the field, and to ensure that sociological, anthropological and historical aspects are taken into account in the work with communities;
- Contribute to the documentation, reporting and monitoring and evaluation of the project.

Main tasks

Community Land Use Planning (CLUP) and support to communities

- Contribute to the planning of LUP activities with the GIS Technician;
- In collaboration with the GIS Technician, facilitate the work (data collection, meetings, etc.) of identification of Clan planners, Community Planners and train them, produce and validate planning maps at community and Clan levels;
- Support all participatory actions linked to the LUP process;
- Contribute to the development of participatory tools aiming to facilitate the monitoring of the project by forest communities;

- Support communities to identify resource persons to work on the LUP and who can effectively represent their communities.

General

- Prepare communication tools (portraits of community members, community stories, pictures, filmed interviews, etc.) for the external communication of the project;
- Document project activities at local and clan levels, by gathering and making available all relevant information (meeting minutes, notes, pictures, audio recordings, videos, etc.);
- Contribute to the development of work plans, budgets and calendars for the realisation of project activities in his area of intervention (Kupe Muanenguba department);
- Contribute to drafting mission reports, monthly/quarterly reports and any other reports as deemed necessary;
- Contribute to classifying and filing project documents (reports, draft maps, etc.);
- Manage project material and funds according to project procedures;
- Develop and maintain constructive professional relations with the Administration, governmental institutions, NGOs and Communities concerned by the project;
- Contribute to the monitoring and evaluation of the project;
- Perform any other task necessary to the good implementation of activities and to the achievement of project objectives.

Hierarchy: Placed under the Projects Officer

8. Field Coordinators/ Field Coordinators/ Extension Officer

This is a position requiring a high level of technical work. The principal assignment of the Field Coordinators/ Extension Officer would be to ensure the proper implementation of programmes action plan in the project area and would be required to assist in conceiving, designing, implementing, monitoring and evaluation of projects.

Duties:

- Coordinate field offices
- Represent the organization at the level of the communities
- Promote the field activities with selected groups
- Organise producer groups for group marketing
- Ensure implementation of conceived marketing strategies to enhance the development of professional market chains by producer groups
- Assists in organising training sessions, workshops with groups
- Diagnose, elaborate, Implement and follow-up Micro-Projects with producer groups
- Assist create contacts between traders, producers and other stakeholders in the marketing chain to facilitate agro-business transactions
- Assist organise exchange visit programmes between AJESH and other partner organisation working in the same sector
- Participate actively in the writing of reports,
- Pay regular follow-up visits to ensure thorough management of seed multiplication centres and ensure improved production quantity and quality
- Carry out monitoring and evaluation of group activities
- Gathering and assembling of production, processing and marketing statistical data

- Participate in meetings, training workshops and seminars to improve skills
- Makes suggestions to hierarchy
- Diffusion of prevailing market prices to market centres
- Training farmers on improved production and processing techniques
- Functionalise groups to stay active in marketing
- Liaise with other extension agents particularly government and other NGOs
- Upgrade and strengthen the image of the institution as a pioneering organisation in the Muanenguba region through social engineering, awareness raising, strategic alliance building etc

Hierarchy: Placed directly under the Project's Manager

9. Resources Mobilisation Officer

The Resource Mobilization Officer is responsible for building an increasingly, diversified network of supporters, including institutional, banking, corporate, academia, policy-makers, donors/partners as well as other philanthropic institutions/individuals who believe in the work of AJESH and provide funds, technical support and other forms of collaboration to meet the current and future needs of AJESH.

The post holder will also be responsible for establishing and promoting the brand of AJESH in Cameroon and abroad, raising awareness about the organization's work at various forums and ensuring transparent information sharing with the public. He/she will be a strategic thinker with strong understanding of various media sources and the development sector.

Key Responsibilities:

A. Fundraising:

- Developing, implementing and monitoring fundraising strategies, that includes yearly targets to meet the costs of the current and future programmes;
- Approaching and raising funds from companies, trusts, partners/donors, Banks and foundations within Cameroon and abroad;
- Conducting research on potential donors/partners such as trusts, foundations, companies and high net worth individuals, etc., finding a match with partners whose philanthropic or funding criteria match the organization's, or its partners vision and activities;
- Developing, managing and updating Friends of AJESH databases to record their contacts and preference information; Maintaining a network of corporate contacts and effectively managing and maximizing these relationships;
- Facilitating co-financing opportunities for partner organizations;
- Developing annual work plans based on the approved strategy and if needed, preparing income and expenditure budgets for each fundraising initiatives;
- Raising awareness of **AJESH** and its work at the County and National levels;
- Developing and coordinating web-based fundraising, if needed;
- Being well versed with the AJESH policies in general and having access to various corporate forums; Being current and up to date with legal issues affecting corporate fundraising;
- Assisting in the preparation of project proposals for corporate and other funding agencies;
- Organizing events for partnership building between implementers and potential partners;
- Ensuring all partners receive appropriate and timely reports and updates;
- Sensitizing and training team members on fund raising and communications skills and strategy.

B. Communications and Outreach:

- Planning and designing internal and external strategies for communications and outreach; Facilitating the development/ production of communication, information and knowledge sharing materials/ instruments;
- Producing communication materials in support of fundraising such as brochures, appeals, newsletters and annual reports;
- Working closely with **AJESH** Programme Coordinator/Officers to identify priority themes and develop advocacy messages, press briefings, news features, case studies and other communication materials for dissemination through various media;
- Developing all media, publicity, marketing and fundraising messages and the communication material around them;
- Helping with integrating advocacy, communication and outreach strategy into project proposals based on the developed communication strategy
- Helping organize roundtable discussions, press conferences, and briefing sessions, as needed;
- Searching and identifying reference materials for the information database and audio visual library.

C. Partner Communication:

- Ensuring timely, appropriate and quality communication to all partners and Friends of AJESH ;
- Monitoring and evaluating partners' communications on a regular basis;
- Briefing the **CEO** on partner specific communication;
- Developing strategies for communicating with different kinds of partners;
- Growing one-time partners into repeat partners and into long-term supporters by constantly finding ways to increase their engagement with the organization's work.

D. Publications:

- Anchoring elaboration of strategies and plans for publications;
- Contributing to the identification of storylines and cases for publications and articles; Also contributing to debates on development issues relevant to **AJESH Cameroon**;
- Mandating and overseeing documentation and case study development;
- Coordinating the translation/ adaptation/ rewriting of information received; Printing and dissemination of publications and audio-visual materials;
- Promoting and disseminating **AJESH** advocacy materials for launching key initiatives and publications;
- Responding timely and effectively to inquiries for public information materials;

E. Websites, Databases and Knowledge Management Systems:

- Ensuring maintenance of the office website;
- Contributing to and overseeing the design of **AJESH** website;
- Preparing/ checking the content of the website, ensuring consistency of the materials;
- Ensuring the development and maintenance of office databases and knowledge systems;
- Assisting in the identification and synthesis of best practices and lessons learned, directly linked to **AJESH** goals and activities;
- Providing sound contributions to knowledge networks and communities of practice, including corporate communication repositories, as requested.

F. Senior Management Responsibilities:

- Serving as a member of the senior management team of the organization;
- Participating in discussions of policy and sharing fully in the work of the organization, as a member of the management team;
- Tracking and keeping well-informed about programme activities, information and statistics of the organization.

Hierarchy

- Placed under direct supervision of the Executive President (CEO)

10. Secretary

Duties:

- Must be smart, alert, sharp and pay proper attention to neatness (dressing at workplace)
- Takes care of mails (In and Out) and distributes mails to appropriate quarters
- Receives calls and directs them as appropriate
- Books appointments for the Executive President and reminds him from time to time
- Ensures the CEO's Office is clean, tables tidied and put in order each day
- Carries out errands as assigned on behalf of the CEO
- Circulates information (In and Out)
- Files documents as required
- Prepares agenda for meetings as assigned
- Take notes for the CEO
- Provides administrative support as required
- Receives Director's visitors
- Keeps and follows-up personnel files
- Manages judiciously all stationery destined for the project
- Types documents of the organisation
- Takes care of AJESH's guests
- Supervises volunteers, internship and part time workers placed at his/her disposal
- Effects proper treatment of clients and visitors to the organization

Hierarchy

Placed under direct supervision of the Executive President/Project Manager

11. Driver

Duties and responsibilities

Under supervision, the incumbent performs the following duties:

- Drives office vehicles for the transportation of authorized personnel, delivery and collection of mail, documents and other items;
- Meets official personnel at the airport and facilitates immigration and customs formalities as required;

- Responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc..., performs minor repairs and arranges for other repairs and ensures that the vehicle is kept clean;
- Ensures that trips, daily mileage, gas consumption, oil changes, greasing, etc...;
- Performs other duties as required.