

RUPARELIA FOUNDATION

PAYMENT VOUCHER

PAYMENT NO 755

Date: 31-Aug-2019

PAY M/S Kasirye Fred

CHQ. NO.

DATED

AMOUNT UGX.3,150,000/-

(IN WORDS) UGX Three million one hundred fifty thousand Only

BEING Payment made towards consultancy fee for the review of 15 policies for Ruparelia Foundation

Agreed Amount	4,500,000
Paying Now 70%	3,150,000 <input checked="" type="checkbox"/>
<u>Balance</u>	<u>1,350,000</u>

PREPARED

CHECKED

SANCTIONED

BY 

BY

BY 

Chq No : 318 Chq Date : .. 31/8/19

Chq Prepared By :

Signature :

RECEIVER DETAILS

NAME: Kasirye Fred

DATE: 11/9/2019

ID TYPE: Driver Permit. 0A59996103

SIGN: 



KASIRYE FRED

INVOICE

P.O.Box 5060 Kamapla

Tin No.1006415761

Name: Ruparelia Foundation
 Plot:
 Address:

INVOICE NUMBER 136
 INVOICE DATE August 5, 2019
 OUR ORDER NO. 109
 YOUR ORDER NO. 1
 TERMS Contract
 SALES REP
 SHIPPED VIA N/A
 F.O.B. N/A
 PREPAID or COLLECT COLL

DAYS	DESCRIPTION	UNIT PRICE	QTY	AMOUNT
30 days	Review of 15 Foundation Policies Consultancy fees(70%) (Policies reviewed at 300,000/policy) Total - 4,500,000 70% - 3,150,000 (Advance) 30% - 1,350,000 (Balance) (BAL- After completion/Approval)	3,150,000	1	3,150,000
		SUBTOTAL		3,150,000
		TOTAL		3,150,000

DIRECT ALL INQUIRIES TO:
 Fred Kasirye
 772367839
 kasirye.fredk@gmail.com

[Handwritten signature]

17/8/19

[Handwritten signature]
 17/8/19

27 AUG 2019
[Handwritten signature]

Processed for Payment
 31 AUG 2019
 HOD ACCOUNTS GM/AGM

Ruparelia
 26 AUG 2019
 IN/OUT:

RUPARELIA FOUNDATION POLICIES AND PROCEDURES REVIEW REPORT

The Policies and Procedures Review report is for purposes of offering accountability to Ruparelia Foundation with regard to the terms set out for the assignment above referenced. The assignment considered a couple of questions as below reflected to ensure completeness of the policy review process. Considerations made are here in shown with justifications where necessary. The final product has born 7 policy documents:

- i. Board Governance
- ii. Finance
- iii. Privacy
- iv. Transparency
- v. Communication
- vi. Whistle blowing
- vii. Communication
- viii. Charity partners

And 6 (six) procedures

- i. Education and Sports
- ii. Events
- iii. Environment and Sports
- iv. Mission related Investments (formerly startups)
- v. Health
- vi. Environment and Wildlife.

On the other hand, the religion and sustainability were dropped and incorporated respectively

The following minimum standards applied throughout the assignment: -

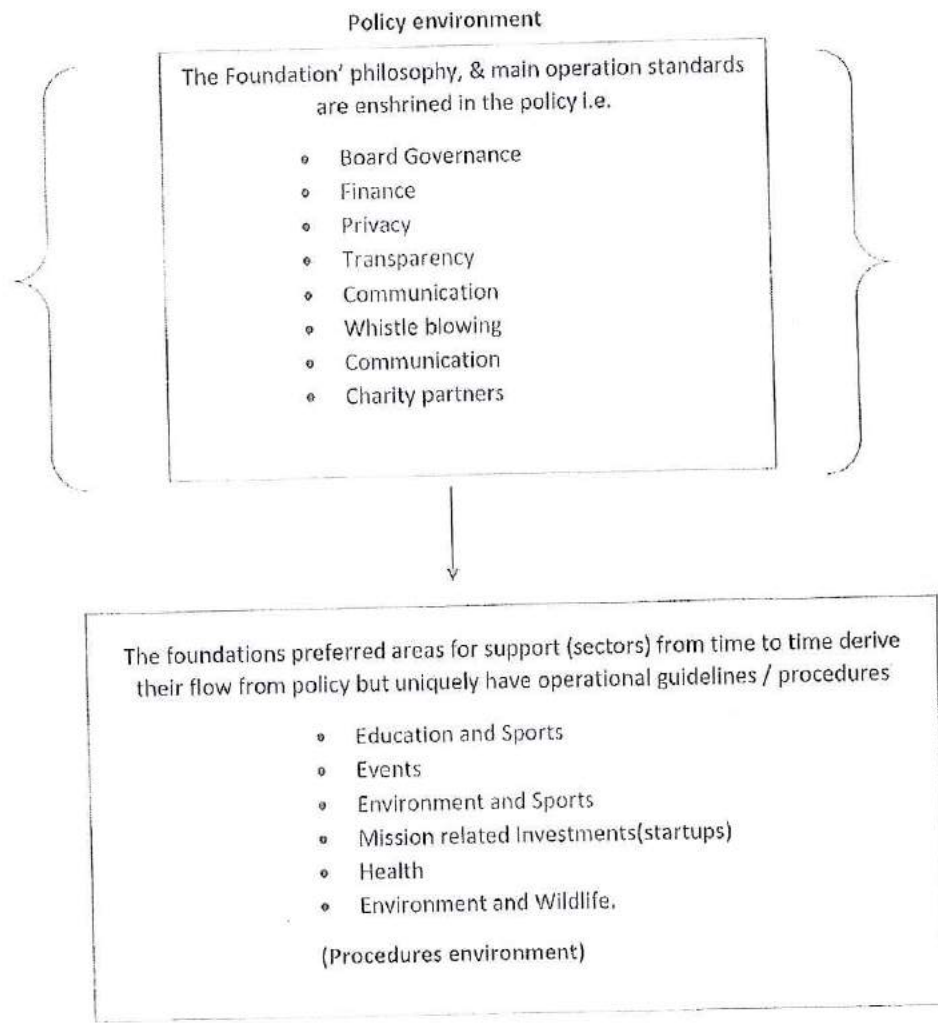
- Is the policy / procedure consistent with the mission, motto and belief statements of the RF (Ruparelia Foundation) Board?
- Does the policy / procedure reflect the RF (Ruparelia Foundation) commitment to improved social / economic welfare of the community it serves?
- Is the policy / procedure required and relevant?
- Is the language within the policy / procedure current and avoid jargon and acronyms?
- Is the policy statement clearly delineated from procedure?
- Are terms in the policy / procedure adequately defined?
- Is the policy / procedure short and succinct?
- Are there contradictions or redundancies within the policy / procedure?



- Does the policy / procedure accurately state the current or future practices?
- If two or more policies / procedures are interrelated or referenced, is it clear when each will apply?
- Is it clear to whom the policies / procedures apply?
- Is the policy / procedure in conflict with another policy / procedure?
- Is contact information, job titles, references, emails and web links current?
- Does the policy fit well in the external framework (local laws / international operating procedures)?

Consultants understanding of the assignment

flow chat



Out put

Category A: Policy documents
For this assignment a Policy was considered as:



A guiding principle used to set direction in an organization. It can be a course of action to guide and influence decisions. It should be used as a guide to decision making under a given set of circumstances within the framework of objectives, goals and management philosophies as determined by senior management.

Below are the considerations made during the assignment.

Name of Policy	Version No.	Changes made	Justification for changes
All Policies	001	Standardised first section to contain the following <ul style="list-style-type: none"> • Approval • Acronyms and Definitions • Background information • Purpose of the Policy Manual • Objectives • Applicability • Distribution/Scope • Vision • Mission • Core Values • Services offered • Revision 	Standardisation
		Vision <ul style="list-style-type: none"> • Propose Vision for the Foundation 	No vision seen on any of the Foundations electronic media or in the developed policies
		Organisational Structure Propose an organisational structure that includes the following <ul style="list-style-type: none"> • Finance and Investment • Administration • Grant Making Proposed the Head of the Foundation as Executive Director and harmonised these in the policies	<ul style="list-style-type: none"> • We need a proper Organisational Structure for reporting and accountability • Several Titles were used in the Policies. These included <ul style="list-style-type: none"> - General Manager - CEO - Executive Director
		Language: British English	Numbering done so that specific areas of the



		<p>Fonts Font proposed for the policies and related documents as;</p> <ul style="list-style-type: none"> • Times New Roman • Size 12 • 1.5 Spacing <p>Numbering of Sections</p> <ul style="list-style-type: none"> • Standardised 	policies can be referenced
Finance Policy	001	<ul style="list-style-type: none"> • Standardised section 1 to reflect uniformity • Re-aligned to proposed management structure • Included list of acronyms • "This Manual is issued with the approval of the Policy Approval Committee" – approval changed to Board of Trustees • Human Resources Policy Manual has been referenced and yet we do not have one • CEO and MD changed to ED • The draft policy had both a CFO and a Finance Manager. It is proposed that the role is handled by one person to maintain a thin management structure. All duties allocated to the Finance Manager have henceforth been aligned to the CFO 	We propose a thin management structure



		<ul style="list-style-type: none"> The CFO shall be assisted by (Accountants and Accounting Assistants) has been changed to "other Accounting staff, recruited when the need arises". 	
Board Policy	001	<p>Proposed Board Structure</p> <ul style="list-style-type: none"> Incorporated numberings across the policy Areas of funding clearly marked as five: (this was adopted throughout the policy documents ie education and sports, events, environment & wildlife, Health, and mission related investments-HEEM) Roles of the board: Maintain and constantly improve all ongoing policies of the Board revised to <i>ensure regular review of policies.</i> 4 committees to include <ul style="list-style-type: none"> - Audit, Risk and Compliance Committee - Operations/Programmes Committee - Finance and HR Committee (Nominations & Remunerations) 	The Board Structure was not clear in the Board Policy



		<ul style="list-style-type: none">) - As well as Advisory Board • 7 members of the Board of Trustees that include the following: <ul style="list-style-type: none"> - Chairman - Vice Chairman - Secretary - 4 Board Members • Proposed the duties, roles and responsibilities of the different Board Committees • The 7 Members are adequate in maintaining the principles of Corporate Governance • 5.0 strategic and programme planning section collapsed into the various board roles. • 6.0 Board policy on HRM: This was deleted as the board doesn't have to get involved in operational matters, the ED shall make such decisions. <ul style="list-style-type: none"> • Policy review: reservations to the board in a majority vote, this is the only standard/ ground for review. 	
		Board Minutes Propose that Board Minutes are signed by two person	Board Minutes were to be signed only by the chairman
Grant Policy	001	<ul style="list-style-type: none"> • Standardised section 1 and formatting • Proposed scope of grantees 	



		<ul style="list-style-type: none"> Proposed governance structures for Grants 	
Privacy Policy	001	<ul style="list-style-type: none"> Standardised section 1 and formatting Removed some redundant words. Reference made to "Donations Policy" changed to "Grants Policy" We have proposed contact information as enquiries@rupareliafoundation.com. There is a reference to Company's House. This is still unclear 	<ul style="list-style-type: none"> There is no Donations Policy among the ones being reviewed Contact details missing – spaces were left in the policy
Whistle Blowers Protection Policy	001	<ul style="list-style-type: none"> Name changed to <i>whistle blowing</i> Standardised section 1 and formatting Removed some redundant words. We shall indicate exactly what has been removed in final report Propose change of name from Whistle-Blowers Protection Policy to Whistleblowing Policy Change CEO to ED Though we have maintained the owner of the policy as Head of Internal Audit, we suggest that this role is outsourced to maintain a thin organisational structure while maintaining the independence of internal Audit. Reference is made to unnamed Committee. We have made 	Change of name to whistleblowing is all encompassing including procedures for reporting and not only protection of the whistle blower



		specific reference to Audit, Risk and Compliance Committee	
Transparency Policy	001	<ul style="list-style-type: none"> • Standardised section 1 and formatting • Standardised reporting lines • Removed some redundant words. We shall indicate exactly what has been removed in final report • Propose removal of reference to non-existent policies <ul style="list-style-type: none"> - Equality and diversity policy; - Hiring and employment of relatives' policy; • Changed Board of Directors to Trustees 	<ul style="list-style-type: none"> • "Equality and diversity policy" and "Hiring and employment of relatives" policies referenced do not exist
<p>Category B: Procedures</p> <p>A set of initially coined procedures was classified as procedures as below.</p> <p>For purposes of this assignment , a procedure was referred to as a series of steps to be followed as a consistent and repetitive approach to accomplish an end result.</p> <p>Below are the considerations made for the review process.</p>			
All procedures		<p>Standardization of first sections as follows: -</p> <ul style="list-style-type: none"> • Purpose • Scope • Areas of responsibility • Grant application process • Eligibility criteria • Selection process • Guides to scores 	



		<ul style="list-style-type: none"> • Scores threshold • Grant award • Grant seeking form (needs customization of the various forms) 	
Start-Up Policy		Revised as the <i>Mission Related Investments procedures</i>	All these derive their Policy direction from the grant policy.
Education and sports		Revised as the <i>Education and sports support procedures</i>	
Events		Revised as the <i>Events support procedures</i>	
Health support		Revised as the <i>Healthcare support procedures</i>	
Environment and wildlife		Revised as the <i>Environment and wildlife support procedures</i>	
<p>NB: All the above procedures require clear schedules / forms, this assignment need to be discussed with Ruparelia Foundation.</p>			
<p>Category c: Dropped & merged policies.</p>			
Religion Policy		Dropped entirely	Not found worthy as the Foundation is non-Partisan and also not aligned to any religion, the available guidelines are sufficient to cater for fairness of all persons of all walks of life.
Sustainability Policy		• Merged with the finance policy	Too small to be a standalone policy

Recommendations:

- Board makes a review of the policies as drafted before they are adopted to ensure they speak to the heart of the founders / philosophy of the founders.
- Technical support: In the interest of seeing the proper implementation of the policies and guidelines/



procedures, it is important to have the policies rolled out with support from the consultancy for a period of 6 months at no cost.

- Share with the consultants the said policies on procurement, Human resources manual,

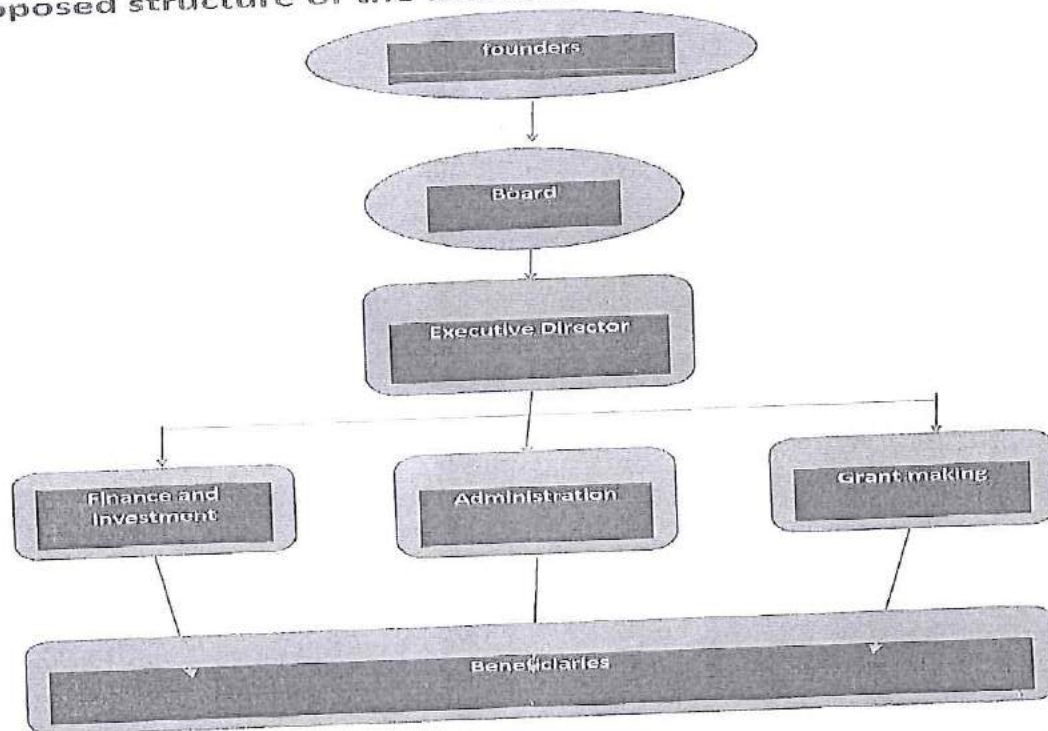
Challenges met

- Working without an informative questionnaire has made the task twice as involving than it would rather be.

Appreciation: we thank Mary for making this assignment possible especially the fact that despite the absence of some literature, she was available on telephone to answer to our many inquiries.

Attachment one:

Proposed structure of the foundation



This is a lean structure that would enable effective minimum operations at the foundation.

Signed:


Fred Kasirye
Lead Consultant.

Jane Aik
Co-Consultant




73

2020




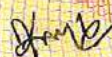

DRIVING PERMIT

PERMIS DE CONDUIRE



REPUBLIC OF UGANDA



1,2 Name:	KASIRYE FRED	Gender:	Male
3 Date of Birth:	04/04/1979		
4d ID No.:	7904041209028		
4a,4b/11 Validity:	18/08/2017 - 17/08/2020	12 Driver Restriction:	0
4c Issued by:	UGANDA	5 Permit Number:	10209032/2/1 Issue No. 1
9 Code:	B		
10 First Issue:	08/17		
12 Vehicle Restriction:	0		
7 Holder's Signature:			 Licensing Officer



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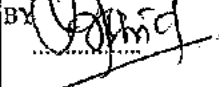
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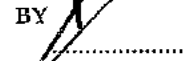
PREPARED

CHECKED

SANCTIONED

BY 

BY

BY 

Chq No : 318 Chq Date : 3/9/19

Chq Prepared By :

Signature :

*Received
3/9/2019*

NOT EXCEEDING UGX 3,150,000/-

Guaranty Trust Bank (Uganda) Ltd
Plot 56 Kira Road
PO Box 7323 Kampala, Uganda

KIRA ROAD BRANCH



Guaranty Trust Bank (Uganda) Ltd

11 27-18-47

000318 2180011027

Kasirye Fred

Date 3-Sep-2019

Pay Kasirye Fred or order

Three Million One Hundred Fifty Thousand Only

UGX 3,150,000/-

Uganda Shillings

Not Negotiable
A/C - Kasirye Fred

AVO 218 131161 1 6111 D

THE RUPARELIA FOUNDATION

Cheque Number

Bank Code

Account Number

Authorized Signatory Above

000318 09 27 18 47 2180011027 11