

PN - ACA - 128

93142

**TDC/EED  
TRADE DEVELOPMENT CENTER PROGRAM  
EXPORT ENTERPRISE DEVELOPMENT  
PROJECT**

**TDC ADMINISTRATIVE SYSTEM:  
STANDARD PROCEDURES ACCOUNTING SYSTEM  
TECHNICAL ASSISTANCE & TRAINING**

**Prepared For:  
USAID/Cairo  
Contract No.263-0226-C-00-3095-00**

**Submitted by:  
Ruba Freij  
CHEMONICS INTERNATIONAL INC.**

**December 1993**

## Recommendations for TDC

- I. The following accounting systems should be set up and computerized (even as a temporary measure).
- A. Petty cash log - to provide a running balance of petty cash. **TASK COMPLETED.**
  - B. Bank reconciliation form - provide a running balance. A code system was also introduced so that TDC can sort their expenditures according to the sub-line items. **FORM CREATED.** The data entry for June, July & August expenditures is currently being done for the Quarterly Report to be submitted to AID in September.
  - C. Budget monitor **has been created.** TDC's budget and expenditures to date still need to be entered. Budget monitor is very useful because:
    - a. Helps catch errors on invoices.
    - b. Monitor expenditure trends and therefore
    - c. Predict when new funding obligations are required.
    - d. Is a tool to make good business decisions.

The Solomon accounting system, while it can provide information on expenditures to date, can not do the following:

- a. Provide complete month-by-month monitoring of line items in a single report.
  - b. Show trends over time on a single spreadsheet.
- II. PERSONNEL systems recommended:
- A. TDC's personnel policy (Employee Handbook) be written. A draft summary **has been written** of TDC's personnel policies.
  - B. Scopes of work need to be written for all staff. **SCOPES OF WORK HAVE BEEN WRITTEN FOR THE FOLLOWING:**
    - o Ragda (Accountant/Secretary)
    - o Drivers
    - o Secretaries
    - o Receptionist
  - C. Time sheet - it is strongly recommended that TDC implement a monthly timesheet system and attach to payroll. **TIMESHEET CREATED.**
    - 1. Rania provides the employee the timesheet the first of the month.
    - 2. Employee fills it out, signs and supervisor approves it.
    - 3. Timesheet attached to copy of paycheck.
    - 4. Timesheet to reflect various tasks that TDC should track.

- D. Tracking annual and sick leave in Lotus. **SYSTEM HAS BEEN CREATED.** Need current balance of annual and sick leave so that the information is then accurate.
- E. Track salary increases. **SYSTEM CREATED.** Data needs to be entered.
- F. Employee Payroll Change form - A form to keep up to day necessary information for an employee on one form. **FORM CREATED**
- G. Personnel Checklist: A checklist of what every personnel file should include. **CHECKLIST CREATED.**
- H. Payroll Form - A form to calculate the monthly salary gross & net for each employee according to labor law - should be created and provides a signature that an employee has received payment. **FORM CREATED.**
- I. Overtime Approval Form - although this is not applicable at this time, this was developed if TDC's policy on overtime changes changes. **FORM CREATED.**

III. ACCOUNTING/ADMINISTRATIVE FORMS - The following forms **HAVE ALL BEEN CREATED** and tailored for TDC's needs.

- A. Accounting/Expense Report
  - 1. Expense Report - Revised TDC's expense report to include the following:
    - a. Signature of employee and supervisor
    - b. Travel advance given to employee.
    - c. Date submitted to accounting department.
  - 2. Per diem log and Calculation Work Sheet. This is an accounting form that details per diem calculations for all trips (should be attached to all expense reports).
  - 3. Expense Report Log - A log to record all incoming expense reports. (Although not necessary at this time, as TDC grows, it is a management tool that should be initiated.)
  - 4. Purchase Order/Check Request Form - It records all the necessary information such as item requested, necessary approval and related accounting needs. It should be attached to all procured items.
- D. Vehicle Management
  - 1. Vehicle Mileage Log Form
  - 2. Vehicle Repair and Maintenance Log -
  - 3. Petrol Log - tracks all petrol expenses for the 5 vehicles.

#### E. Administrative Systems

1. Travel Authorization Form - It documents that all travel is initiated with an approval form.
2. Leave Request Form - It documents leave taken, employee's signature, supervisor's approval. This form should be kept in personnel files.
3. Hotel information sheet - Provides relevant information for nearby hotels.
4. Phone Log - A log to record all international phone calls. As TDC grows and has more short-termers, this system should be initiated where staff log in all international phone calls made.
5. AID Correspondence Log - Form logs all to/from correspondence to AID.
6. Short termer checklist: Checklist for tasks involved in for hiring, fielding of expat short termers.
7. Short-term Level of Effort Summary: Tracks level of effort for short-termers.

IV. An internal financial operations manual so that procedures and policies are documented. A draft is attached. This manual needs to be detailed further once an accounting system has been devised.

#### V. Computer Training

Despite which accounting package will finally be selected, Lotus training is required for many of the newly formed administrative and management systems for TDC. Although, Dalia is currently getting on the job training on Lotus and WYSIWYG, she should get further professional training for Lotus. In regards to WYSIWYG, Dalia will also get training material for WYSIWYG developed from home office.

#### VI. SYSTEMS TO BE INITIATED:

- A. Orientation Program for Short-termers be initiated: A brief summary of what a short-termer needs on to know on Day 1 should be developed such as:
  - o Payment procedure
  - o Time sheet submittal
  - o Usage of Telephone
  - o Extension list of all personnel
  - o International Phone policy
- B. Vehicle Management & Procedures - a vehicle management and procedures manual should be developed that is tailored to TDC's needs.
- E. TDC needs to initiate performance evaluation system of its' employees.

F. Admin Manager to maintain separate Personnel Files to include the following:

- a. Employee Payroll Change form,
- b. Employment Agreements
- c. Scope of Work
- d. Personal Evaluation
- e. Employment Application Form
- f. Any disciplinary problems

I. During these two days, further accounting training was provided to TDC to rectify the amount of time it took to produce the necessary reports. This was done by providing training to Dalia on how to sort her files and then link the necessary files (petty cash, bank reconciliation) to the budget monitor, thus reducing the amount of time to produce these reports drastically. The following steps were systemized so that Dalia is on top of her work load. that:

a) Vouchers should be entered into the bank reconciliation on a daily basis.

b) At the end of EACH month, the petty cash vouchers should be grouped together and sorted and the subtotals linked to the budget monitor. Dalia was also given training on how to group together the vouchers for each month.

c) At the end of EACH month, the bank reconciliation should be sorted and linked to the budget monitor.

d) At the end of the quarter, Dalia should double check the budget monitor by adding the total column horizontally and vertically.

e) At the end of the quarter, the only item that will need to be completed is the W-245 form that must be submitted to AID. This form has been computerized and Dalia was taught how to link the necessary information to this one file.

II. Research for lotus training for Dalia, Ehab and Rania was conducted. Quotes were received from two firms: Prosoft and Sarhank. Dalia will interview the instructors and decide on the appropriate firm. It is recommended that Dalia take intermediate training on her own. Ehab should take a basic introduction to computers off-site. When he has finished, he and Rania should take an introductory course to Lotus together.

**TDC INTERNAL FINANCIAL OPERATIONS MANUAL  
TABLE OF CONTENTS**

**I. Objectives**

**II. Accounting and Financial Management**

- A. Responsibilities of the accounting staff
- B. Responsibilities of the accounting staff to the home office

**III. Cash Management Practices**

**IV. Disbursement of funds**

- A. Checks
- B. Voided Checks
- C. Petty Cash

**V. Accounting filing and record keeping**

**VI. Coding and billing procedures of invoices and vendor transactions**

**VII. Monitoring systems for the Budget and Encumbered Funds**

**VIII. Compliance with AID Regulations**

- A. Quarterly Financial Reports
- B. Salary Policies and Procedures of Local Professionals
- C. Fringe Calculations
- D. Per Diem and Travel Authorization
- E. Domestic and international air travel arrangements
- F. Other Direct Costs
- G. Equipment, Vehicles and Freight
- H. Trade Shows and Seminars

## I. OBJECTIVES OF THIS MANUAL

Internal financial control is mandatory and must be performed throughout the entire life of project. Budget management and cost accounting are the management tools we use to monitor the implementation of programs and activities by comparing the progress of accomplishments in the technical programs and budgets. They promote maximization of investments and a rational use of financial and human resources.

The objectives of this manual are to:

- A. Provide internal control and establish tasks according to responsibilities and levels of authority.
- B. Enable the Financial Manager and Executive Director to review systems, and better program, plan and organize the financial activities and tasks at hand.
- C. Ensure that the methods of financial and administrative management for accounting, control and reporting on the use of funds are acceptable to USAID.

This manual establishes financial procedures in seven areas of accounting: the responsibilities of the accounting staff; cash management practices; accounting filing and record keeping; coding and billing procedures of vendor transactions; monitoring systems for the budget and encumbered funds; local professionals salaries policies and procedures; and compliance with AID regulations.

## II. ACCOUNTING AND FINANCIAL MANAGEMENT

This section outlines the responsibilities of the accounting staff and the management systems established to ensure that both the Executive Director and the Financial Manager monitor the activities of the accounting department on a daily basis.

### **A. RESPONSIBILITIES OF THE ACCOUNTING STAFF**

The Executive Director supervises the accounting department. The accounting staff consists of Financial Manager and Bookkeeper. Responsibilities of each of the accounting staff are outlined below.

1. The Executive Director's responsibilities are as follows:
  - a. Reviews and signs all vouchers.
  - b. Reviews the bank reconciliation.
  - c. Reviews payroll summary and signs the payroll checks.
  - d. Reviews the local accounts.
  - e. Reviews the quarterly reports prior to submitting to AID.
  - f. Supervises the Financial Manager.
  - g. Reviews all the work detailed below for the Financial Manager.
  - i. Reviews and signs checks.
  
2. The Financial Manager's responsibilities are as follows:
  - a. Prepares quarterly expenditures reports.
  - b. Prepares monthly projections for local expenditures.
  - c. Reviews the petty cash reconciliation on a weekly basis.
  - d. Reviews all project related contracts (i.e. all maintenance, office equipment, leases, salaries).
  - e. Reports on payments due of item d.
  - f. Calculates per diem for long term professionals and support staff for payment.
  - g. Review and signs the checks.
  - h. Prepares benefit calculations (social security, taxes, medical insurance) for staff.
  - i. Supervises the Bookkeeper.
  - j. Reviews all the work detailed below for the bookkeeper.
  - k. Manages support staff (drivers, messengers).
  
3. The Bookkeeper's responsibilities are as follows:
  - a. Prepares the bank reconciliation.
  - b. Prepares all related disbursement memos.
  - c. Prepares related disbursement memos.

- d. Prepares petty cash reconciliation.
- e. Reviews all invoices submitted related to the above.
- f. Issues checks.
- g. Issues travel advances.

### III. CASH MANAGEMENT PRACTICES

Local checking account procedures are as follows:

- A. A receipt memo is prepared every time money is deposited. A bank deposit slip is attached for backup. Source of funds is listed. This memo is now entered into Lotus.
- B. A disbursement memo is prepared and entered into Lotus for each payment. Each time a check is drawn against the local bank account, a disbursement memo is prepared. This is included as part of the supporting documentation and contains all necessary approvals by Financial Manager and Executive Director. **A photocopy of all checks issued be attached to the vouchers as backup.**
- C. For a check to be issued, it requires two signatures, from either the Financial Manager, Executive Director, or Assistant to the Director.
- D. For each and every check issued, the accounting file should have the following:
  - 1. Photocopy of the check
  - 2. Original completed and signed voucher, stamped "Paid"
  - 3. Original completed and signed purchase order, stamped "Paid"
  - 4. Original final invoice
  - 5. Original completed and signed receiving report or certification of completion for commodities.
- E. At the beginning of each month, the bank statement is received, a bank reconciliation is made for the previous month. This is prepared by the Bookkeeper, reviewed by the Financial Manager and Director who signs it as approved.

#### IV. DISBURSEMENT OF FUNDS

##### A. Checks

When a disbursement of funds is required in the form of a check, the Bookkeeper should be notified via a completed Purchase Order Form. This should be signed by the Financial Manager. The signed Requisition is given to the Secretary for processing.

An inquiry is made with the supplier to obtain the exact item description, quantity on hand, price (including any required taxes); delivery date or date of availability for pick up. A purchase order is prepared by the Bookkeeper signed by the Financial Manager and issued to the supplier to place the order.

Once the item(s) are received, a receiving report or, in the case of services, certificate of completion, should be completed and signed by the individual who initiated the purchase (e.g., Admin Manager, Financial Manager). A certificate of completion should also be signed by the person providing the service.

Upon receipt of the supplier's final invoice or execution of the certificate of completion, the Bookkeeper should log in the invoice in the Supplier Invoice Log Book and process an accounting voucher. This voucher must be attached to the invoice and reviewed and signed by the Financial Manager before a check can be issued.

Once the voucher is signed, the Bookkeeper will mail the check with the payment period specified on the invoice.

A copy of the above should be included in the procurement file.

##### B. Voided checks

Checks which are not used because they have been written incorrectly or need to be consolidated with another disbursement to the same supplier, should be stamped "Void" and filed with the documentation designated above for the Accountant. The same applies to the voucher. The Accountant should include in the file a voided check memo explaining the reason for voiding the check.

##### C. Petty Cash

Petty cash is replenished in the amount LE2000. Petty cash is kept in a locked drawer in the bookkeeper's desk. The Financial Manager and Executive Director and the Bookkeeper are the only ones to have keys to the drawer. **Petty cash is used for the following:**

1. Petrol
2. Taxi fares
3. Office Supplies
4. Other miscellaneous items

- F. Trade Shows & Seminars- all costs related to "specific" trade shows and seminars.
  - 1. Trade Shows
    - a. Rental of space, security,
    - b. Decor, marketing tools, installation of telephone
  - 2. Seminars
  - 3. Promotional Materials

## VII. MONITORING SYSTEMS FOR THE BUDGET AND ENCUMBERED FUNDS

A budget monitor for combined Pound & USD will be established and monitored. The budget monitor will also monitor obligated funds.

## VIII. COMPLIANCE WITH AID REGULATIONS

### A. Quarterly Financial Reports

Under the terms of the project agreements between USAID, TDC is responsible for submitting quarterly reports of total expenditures to USAID. The format and content of these reports will eventually be created but it is essentially designed to show the amount of the contract funds expended for the quarter against the estimated contract budget.

### B. Salary Policies and Procedures of Staff

All information relating to the employee need not be presented to AID.

Employees should fill out timesheets monthly.

Salary checks for the local staff are prepared as follows:

By the end of the month, the employee should submit a timesheet that has already been approved by his/her supervisor to the accounting department.

The admin department should prepare a summary of all long term leave (annual, sick, maternity, leave without pay, etc.). The accountant receives and reviews the summary to ascertain that the employee is not over his/her leave balance. She then prepares a summary of the employees' pay with adjustments of their leave. The Financial Manager then prepares the voucher and disbursement check for each employee and gives it to the Executive Director for review. The Executive Director reviews the voucher, check and summary and signs off that it has been reviewed.

It is against TDC's policy to pay overtime to professional staff in non-professional or support positions.

### C. Fringe Calculations - Benefits are calculated based on Egyptian labor law.

#### **D. Per Diem and Travel Authorization**

In order for TDC to carry out its tasks effectively and appropriately, it is at times necessary for employee to spend time in the field.

An employee fills out a travel authorization that includes dates, location, purpose of trip, and includes approval from the supervisor. All travel advances are issued against travel authorization. The travel advances are issued in cash. The Bookkeeper calculates the total per diem of days and issues the employee 75% of total per diem. The Financial Manager reviews and approves the advance. A receipt is signed by the employee and the Financial Manager.

Upon the employee's return, he/she will submit an expense report to the Bookkeeper. The Bookkeeper reviews the calculation and will review against the accounts receivable and deduct previous advance and issue petty cash receipt. The Financial Manager reviews and approves the amount owed to the employee, or receives funds back if advance exceeded expense report.

#### **E. Domestic and International Air Travel Arrangements**

All international travel must have prior written approval by the Executive Director.

All requests for air travel services arranged by secretary must be initiated by a Travel Request. A sample of this form is included in the Annex to this manual. The original of the Travel Request is retained by the Secretary responsible for implementing the travel reservations; one copy is given to the traveler.

Once a signed Travel Request is received, the secretary will:

- Communicate with the airlines to make and confirm reservations.
- Arrange for the purchase and delivery to the traveler of the ticket on the agreed-upon date.
- Arrange for hotel reservations at required stopover points.
- Arrange for required visas where appropriate.
- Serve as airport expeditor (e.g. check-in, customs clearance) for departing personnel as needed.

The employee then must:

- Sign for the ticket.

- After the trip, return the stub to the accounting department. Until the ticket stub is received in accounting, the amount stays on their account as receivable then cleared.

For arriving personnel, the secretary will:

- Make hotel reservations ensuring that available discounts are obtained as needed for rates within the current maximum lodging portion of the per diem.
- Ensure that airport expeditor (e.g. check-in, customs clearance) is obtained for personnel as needed.

#### F. Other Direct Costs

All costs under "Other direct Costs" should be supported by proper documentation and approvals.

#### G. Equipment, Vehicles and Freight

All proper documentation for expenditures must be attached. All requests for items must be approved by the Financial Manager, with a copy of the authorization given to the administrative department.

The Admin Manager plays a key role in carrying out the procurement function. In many cases throughout this procurement section, when a responsibility or task is described as being handled by the Admin Manager, it may also be handled by the secretary as assigned by the Admin Manager.

Equipment and non-expendable supplies acquired as part of the EED Project, and property acquired in local currency, shall be listed with all substantiating documents. The admin manager must take a physical inventory of all items and indicate their location and condition. The admin manager will prepare an inventory report, a report of missing items, and action taken to locate them, if necessary, to sell them off or otherwise dispose of equipment and non-expendable that are no longer used, either because they are too old, depreciated or outmoded.

Set up inventory forms for each of the items in stock; movements of these items will be recorded on the forms. Inventory movement forms have been prepared and will be used to document the movements.

The project will take inventory at least twice a year, using the forms provided for this purpose. The physical inventory is used to reconcile the inventory forms with the actual count.

- After the trip, return the stub to the accounting department. Until the ticket stub is received in accounting, the amount stays on their account as receivable then cleared.

For arriving personnel, the secretary will:

- Make hotel reservations ensuring that available discounts are obtained as needed for rates within the current maximum lodging portion of the per diem.
- Ensure that airport expeditor (e.g. check-in, customs clearance) is obtained for personnel as needed.

#### **F. Other Direct Costs**

All costs under "Other direct Costs" should be supported by proper documentation and approvals.

#### **G. Equipment, Vehicles and Freight**

All proper documentation for expenditures must be attached. All requests for items must be approved by the Financial Manager, with a copy of the authorization given to the administrative department.

The Admin Manager plays a key role in carrying out the procurement function. In many cases throughout this procurement section, when a responsibility or task is described as being handled by the Admin Manager, it may also be handled by the secretary as assigned by the Admin Manager.

Equipment and non-expendable supplies acquired as part of the EED Project, and property acquired in local currency, shall be listed with all substantiating documents. The admin manager must take a physical inventory of all items and indicate their location and condition. The admin manager will prepare an inventory report, a report of missing items, and action taken to locate them, if necessary, to sell them off or otherwise dispose of equipment and non-expendable that are no longer used, either because they are too old, depreciated or outmoded.

Set up inventory forms for each of the items in stock; movements of these items will be recorded on the forms. Inventory movement forms have been prepared and will be used to document the movements.

The project will take inventory at least twice a year, using the forms provided for this purpose. The physical inventory is used to reconcile the inventory forms with the actual count.

TRADE DEVELOPMENT CENTER-EGYPT  
PETTY CASH LOG

SERIAL #	DATE	START BALANCE	DESCRIPTION	AMOUNT	END BALANCE	SAL & BENEFITS	ODC	CAPITAL COST	TECH ASST.	TRAVEL	TRADE S. SEMINARS	SUBTOTAL
												0
												0
	3/8/93	2000			2000							0
1	3/8/93	2000	FLOWERS	105	1895		105					105
2	4/8/93	1895	TEL. MAINT	60	1835		60					60
3	9/8/93	1835	GAZ & PARKING	96	1739		96					96
4	9/8/93	1739	GOS	146.25	1592.75		146.25					146.25
5	10/8/93	1592.75	GOS	97.9	1494.85		97.9					97.9
6	10/8/93	1494.85	PERD.FOR INT. TRI	37.5	1457.35		37.5					37.5
7	10/8/93	1457.35	PER, FOR INT. TRIP	37.5	1419.85		37.5					37.5
8	10/8/93	1419.85	CHAIRS	160	1259.85			160				160
9	11/8/93	1259.85	TEL.	216.8	1043.05		216.8					216.8
10	11/8/93	1043.05	GAZ & PARKING	55.25	987.8		55.25					55.25
11	12/8/93	987.8	CAR LICENCE	40	947.8		40					40
12	12/8/93	947.8	GAZ & PARKING	47	900.8		47					47
13	12/8/93	900.8	TRANSLATION	180	720.8		180					180
TOTAL				1279.20		0	1119.2	160	0		0	1279.2

17

Adel

---

## TDC EMPLOYEE HANDBOOK

---

1. **Regular Work Hours:**
  - o All TDC employees work a minimum of -- hours per week.
  - o The work days are Monday - Friday.
  - o The work hours are 9:00 - 5:00.
2. **Ramadan Work Hours:**
  - o The work hours are reduced to 9:30 - 3:00 p.m.
3. **Lunch Hours:**
  - o TDC provides 1/2 hour for lunch.
4. **Overtime:**
  - o TDC's policy is not to pay staff for overtime.
  - o However, under heavy activity, it is expected of the staff may to remain after hours or come in on weekends to complete an assignment.
5. **Compensatory time:**
  - o TDC grants compensatory leave to any member when they work during a holiday.
6. **Holidays:**
  - o TDC follows USAID/Egypt's holiday schedule which provides for a mix of American and Egyptian holidays and which falls within the guidance of article 48 of Law 137/1981. Currently, there are 21 holidays observed.
7. **Annual leave:** TDC's annual leave policy is as follows:
  - o 13 work days for staff 0-3 years of service.
  - o 18 work days for staff with more than 3 years of service.
  - o Leave may not be taken the first 6 months of employment.
  - o An employee may carry over all their days of vacation to the next year.
  - o Upon departure from TDC, the employee shall receive a lump-sum payment for unused leave.
8. **Sick leave:**
  - o TDC's policy is to give all employees 7 work days per calendar year.

- o In addition and in compliance with article 50 of Law 137/1981, in case of prolonged illness, an employee is entitled to first 90 calendar days of sick leave at 100% of his/her salary.
  - o Should the employee extend, the employee is entitled to 75% of his/her salary.
9. **Maternity Leave:**
- o In compliance with article 154 of Law 137/1982, TDC's policy is to give its female employees 50 days of maternity leave at full pay.
10. **Bereavement leave:**
- o TDC's policy is to grant 3 days of leave for bereavement purposes.
11. **Benefits:**
- o Health insurance,
  - o Accident Insurance
12. **Bonus:**
- o Employees are entitled to a one month bonus which is given at the end of March.
  - o Eligibility for the annual bonus is based on length of service and not on merit or other consideration.
13. **Salary Increases:**
- o Salary increases are given to all employees around March 16 based on a 10-15% pool.
14. **Performance Evaluations:**
- o Written performance evaluations are conducted twice a year by the supervisor.
15. **Salary Payment Procedures:**
- o Employees are paid on a monthly basis during work hours by the 30th of the month with a submittal of time sheet.
  - o Employees are paid by bank check.
  - o TDC's policy is to require all employees to sign a payroll form for receipt of paycheck.
16. **Probation:**
- o All staff are placed on a 3 month probation.
  - o Upon successfully completion of the probationary period, an employment contract is signed between Executive Director and employee.

17. **Termination Procedures:**

- o All staff are expected to submit a written letter of resignation at least two weeks prior to the date of departure.
- o TDC shall provide the employee with a generic letter of reference which shall include the employee's position, salary, and dates of service with TDC, as well as fair and balanced assessment of the employee's performance and the reason for termination.
- o The departing employee shall immediately relinquish all project property, including documents, and files in his/her possession to his/her supervisor.
- o A bank check or draft for the final salary and all other compensation due to the employee shall be released immediately or within seven days.
- o Any and all original documents retained by Chemonics for the duration of employment, such as birth certificates, shall be returned to the

18. **Shuttle Service:**

- o Top management staff are provided with shuttle service for to and from work.

**Trade Development Center  
Professional Terms of Reference**

**Position Title:** Accountant/Secretary

**Reporting to:** Team Leader of EED

---

**Position Description:** Provides administrative, accounting and secretarial support to the project.

**Detailed Responsibilities:**

1. Perform the duties of Accountant for EED.
2. Monitor expenditures in the field.
3. Prepare all necessary administrative forms for project related items.
4. Serve as liaison with home office on field personnel administrative inquiries.
5. Maintain tracking systems, such as action memos and approvals.
6. Maintain the project's filing system.
7. Provide secretarial services as required for EED staff.
8. Process expense reports for the EED staff.
9. Type or word process documents and letters.
10. Prepare charts and tables using software packages such as Lotus 123.
11. Prepare outgoing international mail pouches; process and distribute contents of incoming pouch.
12. Maintain pouch and fax logs.
13. Arrange travel, hotel accommodations, and customs expeditors for project-related travel.
14. Perform orientation for short term consultants on field office procedures.
15. Prepare and distribute timesheets to EED staff.
16. Provide any other administrative tasks assigned by supervisor to ensure efficient and smooth support to the project.

**Qualifications:**

1. Minimum five years of experience in an administrative capacity required.
2. Previous AID experience required.
2. Computer literacy required.
3. Typing speed of 50 words per minute required.

Trade Development Center  
Terms of Reference

Project Description: Driver  
Dates/Length of  
Assignment:

---

Position Description:

This is a support position. The main responsibilities are driving and maintaining project vehicles. The driver works in administrative department and reports to the Financial Manager, who shall be responsible for coordinating his assignments and supervising his work.

**Detailed Responsibilities**

1. Drive project vehicles daily as assigned and/or pre-approved by supervisor, including routing shuttle service runs, scheduled field trips, project-related transportation within Cairo and other driving assignments as required.
2. Clean assigned vehicles daily both inside and out.
3. Check assigned vehicles weekly to ensure that they are operational and safe to drive, including oil, radiator, fan belt, brake fluid, wipers, tires, lights, and signals.
4. Initiate and supervise any repairs required on assigned vehicles with supervisor's approval.
5. Initiate and supervise routine periodic maintenance of assigned project vehicles, including oil and filter changes, tune-ups, and professional cleaning by high-pressure hose based on the manufacturer's instructions on optimum maintenance requirements.
6. Ensure passenger safety by obeying traffic laws and driving carefully.

**Qualifications**

1. A valid driver's license is required.
2. A good driving record and understanding of auto mechanics are required.
3. A minimum of primary level schooling to ensure literacy is required.
4. Good physical health is required.
5. Availability for overtime work and field travel is necessary.

## Trade Development Center Professional Terms of Reference

**Position Description:** Secretary  
**Reporting to:** Admin Manager

---

**Position Description:** Provides clerical and other administrative support to the project.

### Detailed Responsibilities:

1. Provide secretarial services as required.
2. Type or word process documents and letters.
3. Prepare charts and tables using software packages such as Lotus 123.
4. Arrange travel, hotel accommodations, and customs expeditors for all project-related travel.
5. Send faxes.
6. Maintain office files. Ensure that all correspondence and documents are properly copied and filed in accordance with filing system.
7. Copy proposals, reports, contracts, subcontracts and other required documents.
8. Act as a receptionist when required.
- 9.. Provide any other administrative tasks assigned by supervisor to ensure efficient and smooth support to the project.

### Qualifications:

1. B.A. in humanities, social sciences or a certificate of secretarial training preferred.
2. A minimum of two years' work experience in the same field.
3. Computer literacy required.
4. Typing speed of 50 words per minute required.

## Trade Development Center Professional Terms of Reference

**Position Description:** Receptionist

**Reporting to:** Admin manager

---

**Position Description:** Provides clerical and other administrative support to the project.

### Detailed Responsibilities:

1. Receive and transfer all incoming telephone calls to appropriate staff members.
2. Receive all visitors and advise appropriate staff members.
3. Maintain out-of-office schedule.
4. Type or word process documents and letters as required.
5. Provide any other administrative tasks (i.e. filing, copying, running errands) assigned by supervisor to ensure efficient and smooth support to the project.

### Qualifications:

1. A minimum of three years' work experience in the same field.
2. Computer literacy preferred.
3. Typing speed of 40 words per minute required.

**TRADE DEVELOPMENT CENTRE  
TIME SHEET**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Position: \_\_\_\_\_

LOCATION/DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL
<b>Office</b>																																
Technical																																
Administrative																																
Financial																																
<b>Away from Office</b>																																
Seminar																																
Trade Shows																																
Other																																
<b>Holiday</b>																																
<b>Leave</b>																																
Annual Leave																																
Sick Leave																																
Maternity Leave																																
Leave Without Pay																																
<b>TOTAL</b>																																

Signature: \_\_\_\_\_

Supervisor Approval: \_\_\_\_\_

Comments/Explanation: \_\_\_\_\_

25

LEAVE RECORD	Start Date			Last Updated	12-Aug-93		
EMPLOYEE	Emad Abdel Razeq			Days Accrue	14.50	20.00	
MONTH/YR	WORK DAYS	ACCRUED ANNUAL	USED ANNUAL	BALANCE ANNUAL	ACCRUED SICK	USED SICK	BALANCE SICK
03/92	12.00	0.83	0.00	0.83	0.60	0.00	0.6
04/92	22.00	1.52	0.00	2.34	1.10	0.00	1.7
05/92	21.00	1.45	0.00	3.79	1.05	0.00	2.7
06/92	22.00	1.52	0.00	5.31	1.10	0.00	3.8
07/92	22.00	1.52	0.00	6.83	1.10	0.00	4.9
08/92	22.00	1.52	0.00	8.34	1.10	0.00	6.0
09/92	22.00	1.52	0.00	9.86	1.10	0.00	7.1
10/92	21.00	1.45	0.00	11.31	1.05	0.00	8.2
11/92	22.00	1.52	0.00	12.83	1.10	0.00	9.3
12/92	23.00	1.59	0.00	14.41	1.15	0.00	10.4
01/93	21.00	1.45	0.00	15.86	1.05	0.00	11.5
02/93	20.00	1.38	0.00	17.24	1.00	0.00	12.5
03/93	23.00	1.59	0.00	18.83	1.15	0.00	13.6
04/93	21.00	1.45	0.00	20.28	1.05	0.00	14.7
05/93	22.00	1.52	0.00	21.79	1.10	0.00	15.8
06/93	22.00	1.52	0.00	23.31	1.10	0.00	16.9
07/93	21.00	1.45	0.00	24.76	1.05	0.00	17.9
08/93	23.00	1.59	0.00	26.34	1.15	0.00	19.1
09/93	22.00	1.52	0.00	27.86	1.10	0.00	20.2
10/93	21.00	1.45	0.00	29.31	1.05	0.00	21.2
11/93	22.00	1.52	0.00	30.83	1.10	0.00	22.3
12/93	22.00	1.52	0.00	32.34	1.10	0.00	23.4


Sgt 94

Sgt 1

Sick

Leave

Emad  
Adel

Annual  
Balance 20  
10

TRADE DEVELOPMENT CENTER  
SALARY INCREASES

CURRENT STAFF	DATE OF HIRE	1992	1992		1993	1993		1994	1994	
		ORIGINAL SALARY	PERCENT INCREASE	AMOUNT INCREASE	CURRENT SALARY	PERCENT INCREASE	AMOUNT INCREASE	CURRENT SALARY	PERCENT INCREASE	AMOUNT INCREASE
Emad Abdel Razek		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Adel Ghanem		25,000	10.00%	2,500	27,500	15.00%	4,125	31,625	15.00%	4,744
Farouk Zaki		25,000	10.00%	2,500	27,500	15.00%	4,125	31,625	15.00%	4,744
Rafik El Abbar		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Ihab Ramzy		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Howayda Idris		25,000	10.00%	2,500	27,500	15.00%	4,125	31,625	15.00%	4,744
Amal El Malla		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Abier Gamee		25,000	10.00%	2,500	27,500	15.00%	4,125	31,625	15.00%	4,744
Dalia Elwi		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Ragda Fawzi Mohammed		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Rania Salem		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Salah Mazloun		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Ibrahim Mohamed		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Magdy Atta		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Sayed Gomaa		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Mohammed Abdel Ader		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Wael Abdel Akim		25,000	15.00%	3,750	28,750	15.00%	4,313	33,063	15.00%	4,959
Yasser Mabrouk		25,000	10.00%	2,500	27,500	15.00%	4,125	31,625	15.00%	4,744
Current Totals		450,000	13.61%	61,250	511,250	15.00%	76,688	587,938	15.00%	88,191

**TRADE DEVELOPMENT CENTER  
EMPLOYEE PAYROLL CHANGE FORM**

NAME: \_\_\_\_\_ PIN # : \_\_\_\_\_ SALARY: \_\_\_\_\_

POSITION: \_\_\_\_\_ DATE: \_\_\_\_\_

EFFECTIVE DATE	CURRENT FROM	PROPOSED TO	% INCREASE	AMOUNT OF INCREASE

**TERMINATION**

TYPE OF TERMINATION:      LAYOFF                  QUIT                  END OF CONTRACT \_\_\_\_\_

EFFECTIVE DATE \_\_\_\_\_

COMMENTS:

SUBMITTED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

APPROVED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

TRADE DEVELOPMENT CENTER  
CHECKLIST FOR PERSONNEL FILE

Employee Name: : \_\_\_\_\_

Effective date of Employment: \_\_\_\_\_

Position Title: \_\_\_\_\_

\_\_\_\_\_ Employment Application

\_\_\_\_\_ Employment Agreement

\_\_\_\_\_ Resume

\_\_\_\_\_ Copy of identity card

\_\_\_\_\_ Copy of educational diplomas

\_\_\_\_\_ Past experience certificates/references

\_\_\_\_\_ Scope of Work

\_\_\_\_\_ All other documents generated in connection with the employee's employment with TDC, such as performance evaluations, payroll change form, leave request forms, etc.





**TRADE DEVELOPMENT CENTER  
PROJECT- EXPENSE REPORT LOG**

Number	Name	Travel Advance		Expense report			
		Amount	Date Given	Date Received	Date Sent to Accounting	Amount Approved	Date Balance Given
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							

22







TRADE DEVELOPMENT CENTER  
TRAVEL AUTHORIZATION

NAME OF TRAVELER: \_\_\_\_\_

DEPARTMENT/UNIT: \_\_\_\_\_

THE ABOVE PERSON IS AUTHORIZED TO TRAVEL TO:

\_\_\_\_\_  
\_\_\_\_\_

ON THE FOLLOWING DATES:

\_\_\_\_\_  
\_\_\_\_\_

TRAVEL DAYS AUTHORIZED: \_\_\_\_\_

\_\_\_\_\_

PURPOSE OF VISIT: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

REQUIRED SUPPORT: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signed: Traveler

\_\_\_\_\_  
Date

\_\_\_\_\_  
Approved: Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
*Final Approval, position - name*



**TRADE DEVELOPMENT CENTER  
HOTELS TO BE USED**

NAME	AREA	DIST. CONTCT (MINS)	RATE		INCL B'FAST	RM SVC	REST- RNTS	LDY	HAIR		FAX	SHOPS		GYM	TENNIS	PHONE	FRIDGE	TV	POOL
			SGL	DBL					TYPE	DRYRS		NEARBY							
Ramsis Hilton	Downtown	15	73												0				
Nile Hilton	Downtown	15	243										FREE		2				
Cairo Sheraton	Giza	10	233												0				
Marriott	Zamalek	20	80												3				

38





**TRADE DEVELOPMENT CENTER  
CHECKLIST FOR SHORT-TERMERS**

ADVISOR INFO							APPROVAL INFO			FIELDING INFO			
NAME	ASSIGN DATES	TITLE	SOW	CV	BIO	REFS CHKD	DATE FAXED	DATE SUBMIT	DATE APPR	EMP LTR	HOTEL	TICKET	TRVL ADV
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													
13													
14													
15													
16													
17													
18													
19													
20													

---

EXPORT ENTERPRISE DEVELOPMENT PROJECT  
Contract No. 263-0226-C-00-3095-00

SCOPE OF WORK

ADMINISTRATIVE/ FINANCIAL SPECIALIST  
(SHORT TERM)

---

BACKGROUND:

The Export Enterprise Development (EED) Project sponsored by USAID/ EGYPT is designed to assist Egypt to increase private sector exports and foreign exchange earnings. The project is based on two premises, i.e. that Egypt needs:

- To increase its exports to earn more foreign exchange.
- To introduce Egyptian producers to foreign markets and hence to the requirements of international competition.

The project has been targeted to focus activities on two export sectors, vegetables and fruits (non-citrus) and light manufacturing. In addition, the project will concentrate on introducing and expanding exports in these product categories to two principal target markets -- Europe and the Middle East.

The project is being carried out by the Egypt-U.S. Joint Business Council (JBC) over a 5 year period. The Trade Development Center (TDC), the action arm of the JBC, will have the primary responsibility for implementing the project.

The TDC has achieved important institutional improvements and gained practical experience in export promotion in recent years. The project design includes additional structural reforms, technical assistance and training to augment TDC's organizational capabilities and effectiveness.

Under the above referenced Technical Assistance contract Chemonics, as prime contractor, has the following objectives:

- substantially increase exports
- achievement of organizational effectiveness (autonomy)
- improvement in service delivery capability
- attainment of trained competent manpower by TDC

Despite TDC's achievements, they have significant institutional weaknesses. There is an acute need to more fully establish internal administrative and financial procedures, controls and reporting systems. Furthermore there is an urgent need to train TDC staff and management in the development and effective use of these systems.

**STATEMENT OF WORK:**

A short term administrative/ financial systems development and training specialist is required to work with the management and staff of the TDC to establish more efficient administrative and financial control and accounting systems which would allow the TDC to more effectively carry out its mandate of substantially increasing export earning from Egypt.

**SPECIFIC DUTIES:**

- Install an automated accounting system (Solomon III) to ensure compliance with all standard accounting principles and adherence to all relevant AID accounting regulations and requirements under the TDC Cooperative Agreement.
- Establish project accounting systems procedures and accounts filing and record keeping.
- Establish internal financial controls for monthly invoices, purchase orders, and cash management practices.
- Establish systems for all routine approvals of vouchers and payroll.
- Establish more effective internal administrative and reporting systems.
- Establish project filing and record keeping systems in compliance with USAID's regulations under the cooperative agreement.
- Establish monitoring and tracking systems for: budget; contract expenditure; approvals from the contracting and project officer/ contacting officer.
- Establish procurement procedures on all aspects of project procurement, in accordance with USAID policies on project procurement and tracking procurement.
- Establish an updated computerized inventory monitoring and control system with all project property properly marked and recorded.
- Develop forms and templates and other materials useful to the TDC in facilitating specific activities; invoicing and budget monitoring; personnel (employment) processing: proposal preparation, travel authorizations etc.

reproduction; back-stopping procedures; courier deliveries.

- Establish an internal financial operations manual to ensure consistency with USAID's practices and policies.
- Carry out spot checks on the existing financial reporting system to determine past and present levels of compliance with AID financial accounting and reporting requirements under the Cooperative Agreement
- Train appropriate TDC staff in the use of the above administrative and financial systems and their use at all levels of the organization.

**GENERAL REPORTING REQUIREMENTS AND DURATION OF ASSIGNMENT:**

The administrative/ financial specialist will report directly to the Technical Assistance contract Team Leader, Mr. John R. Miller. The Specialist will also work very closely with the Executive Director, Mr. Emad Abdel Razek and the Administrative Manager, Ms. Howayda Idris. On a day to day basis the specialist will work under the direction of Ms. Idris, in developing systems and conducting staff training.

The specialist will be required for up to three weeks in country to complete the assignment. During the third week of the assignment a briefing will take place with USAID's Project Officer the TDC and the Prime Contractor to determine the overall status of the assignment and the level of TDC's administrative and financial systems and whether there is any need for follow-up training or other activities.

The assignment is expected to begin during the first week in August 1993.

**QUALIFICATIONS:**

The administrative/ financial specialist will have at least a B.S. or B.A. degree with more than five years of experience in the field of accounting, project administration and staff development. The specialist will have specific experience in an overseas environment and will be familiar with USAID rules and regulations. Preferably the specialist will have a working knowledge of Arabic and work experience in the Near East region.