

5 DELEGATION

Below is a summary of the authority delegated to positions in this Manual.

5.1 The Board

The Board shall have the following responsibilities:

- (i) review and approve the annual programme of activities of the organisation;
- (ii) approve the annual budget of the organisation;
- (iii) appoint a firm of auditors to audit accounts of the organisation so as to ensure funds are properly expended and accounted for;
- (iv) review and approve the annual reports on the activities of the organisation;
- (v) appoint an **Executive Director** of the organisation;
- (vi) delegate to the **Executive Director** the appointment of staff and other employees, consultants or agents necessary for proper and efficient discharge by the organisation of its functions;
- (vii) delegate to the recruitment panel for recruitment of professional staff, which will consist of the **Finance and Administration Manager**, the **Research Co-ordinator** , and the **Executive Director**;
- (viii) the Chairman of the Board will sign the Letter of Offer for the **Executive Director**;
- (ix) approve the salary structure, salary increments and bonuses of the organisation;
- (x) approve the amount of Settling Allowance paid to internationally recruited staff members or employees relocated to another country;
- (xi) hear and make final decisions on all appeals regarding discipline and grievance cases in the event that an employee is not satisfied with the outcome of his/her disciplinary or grievance hearing; and
- (xii) hear discipline cases regarding the Executive Director . For discipline cases regarding Heads of Department, two board directors will sit on the disciplinary committee with the **Executive Director**.

5.2 The Executive Director

The **Executive Director** shall, subject to the general direction and control of the Board, be responsible for direction of affairs and transactions of the organisation, the exercise, discharge and performance of its objectives, functions and duties, and the administration and control of employees of the organisation.

The delegations to the **Executive Director** are to:

- a) submit to the Board for approval, not later than one month before the commencement of each financial year, a programme of activities of the organisation in respect of that financial year;
- b) identify emerging issues for public policy and analysis and to design appropriate work plans for carrying out this analysis;
- c) prepare the annual programme of activities and budgets of the organisation for the approval of the Board;
- d) decide whether discounted or premium-priced fees will be paid for each assignment;
- e) approve all recruitment proposals including those of consultants, and approve recruitment of contract professional staff, including the **Finance and Administration Manager** and the **Research Co-ordinator** and advice board on recruitments made of professional staff;
- f) approve private work or assistance by ATPS employees and provide guidance to the Board on whether part or all of payments made for such work or assistance will be forfeited to ATPS or retained by the employee concerned;
- g) decide on the method of disposal of any gift received by an employee from representatives of and/or organisations seeking to do business with ATPS;
- h) approve the recruitment of contract support employees;
- i) approve all new job descriptions, and changes to existing job descriptions;
- j) review all major disciplinary cases and where appropriate advise the Board on final decisions;
- k) establish procedures for effective communication and co-ordination with agencies of Government, the universities, other research bodies, donor agencies and the general public;
- l) authorise the submission of tenders for the award of contracts and sign any contracts on behalf of the organisation;
- m) review and approve terms and conditions of all employees of ATPS;
- n) prepare the annual reports on activities of the organisation;
- o) maintain efficiency and discipline of all staff of the organisation;
- p) manage the budget of the organisation so as to ensure that funds are properly expended and accounted for;

- q) approve in advance, travel and accommodation expenses for candidates invited to attend interviews at ATPS;
- r) subject to satisfactory references, proof of all academic qualifications and satisfactory medical report, will make offers of employment, including offers to temporary employees, in writing;
- s) sign Letters of Offer for all staff;
- t) extend or refuse confirmation of an employee, on completion of the probation period;
- u) implement all salary increases and bonuses on recommendations of respective heads of department and the **Finance and Administration Manager**, subject to approval from the Board;
- v) under exceptional circumstances occasioned by workload, approve payment of unutilised leave for an employee;
- w) approve home leave to be taken by an expatriate employee, in a country other than that employee's home country;
- x) extend at his/her discretion sick leave at full pay up to three months, to an employee who has been in service for more than one year;
- y) approve sabbatical/study leave;
- z) grant compassionate leave for exceptional reasons;
- aa) either generally or in any particular case delegate his authority to any officer;
- bb) suspend an employee (with or without pay) pending investigation into cases of gross misconduct as defined in section 13;
- cc) hear and review an appeal from an employee regarding a disciplinary case and make a ruling; and
- dd) Perform such other duties and functions as may be assigned by the Board from time to time.

5.3 Budget holders

The delegations to budget holders are to:

- (i) approve all expenditures related to their specific departments/programmes;
- (ii) approve overtime before it is incurred;
- (iii) approve annual leave for all employees in his/her department;

- (iv) hire temporary staff in consultation with the **Finance and Administration Manager** and with the approval of the **Executive Director**;
- (v) provide for certificates of performance by consultants and;
- (vi) Recommend payment of bonuses to staff with exceptional performance to the **Executive Director**.

More detailed statements concerning the financial delegations to budget holders will be contained in the Financial Policies and Procedures Manual.

5.4 Finance and Administration Manager

The delegations of the **Finance and Administration Manager** are to:

- (i) monitor deployment of staff and work allocation to ensure that ATPS's resources are efficiently utilised to serve clients and that all employees have an equal opportunity for development and progression;
- (ii) review and recommend alternative work allocation methods and/or use of temporary staff with heads of departments, in instances of excessive overtime;
- (iii) ensure that the appropriate mix of staff is put together for each project in consultation with the project Team Leader;
- (iv) monitor, on a monthly basis, utilisation of employees and advise heads of department and the **Executive Director**;
- (v) annually revise daily per diem rates;
- (vi) establish and update appropriate per diem rates on a regular basis;
- (vii) ensure that department heads conduct project appraisals, quarterly and annual
- (viii) appraisals for each employee and ensure training and development takes place and is evaluated;
- (ix) co-ordinate all recruitment for ATPS;
- (x) prepare the total revenue and operating costs of the organisation during the annual salary review process in consultation with department heads for consideration by a remuneration review committee for approval by the **Executive Director**;
- (xi) review the medical insurance scheme and group life insurance scheme on an annual basis and make recommendations to the **Executive Director** on renewal of the scheme; authorise absence from work in the absence of employee's immediate supervisor; compile Quarterly Absence Reports, to be reviewed by the **Executive Director** and Heads of Department;

- (xii) take corrective action through counselling, training and/or instituting disciplinary procedures, where problems of lateness and absenteeism persist;
- (xiii) arrange for new employees' orientation with the immediate supervisor and;
- (xiv) investigate all disciplinary cases with the respective head of department and will be a member of the Disciplinary Committee.