

KAL ASSOCIATES
Certified Public Accountants
PROFILE

2019



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INTRODUCTION

1.0 KAL Associates Certified Public Accountants

KAL Associates Certified Public Accountant was established in 2006 and it is registered as a partnership with the Registrar of Business Names vide certificate of registration **No. 154641, and** Uganda Revenue Authority **TIN1000143499** KAL Associates Certified Public Accountants have been providing accountancy, auditing, taxation and consultancy services to a wide spectrum of clients both in the public and private sectors. It is also registered with ICPAU, Office of the Auditor General and recognized by Bank of Uganda to audit banks and other financial institutions.

Vision

To be a leading Pan-African professional services firm, with international affiliation, recognized for its ethics, values and professionalism with strong culture of personalized and partner-led quality service, supported by investment in its human capital and technology.

Mission

To provide a wide range of personalized and partner-led professional services in the spirit of our motto "We deliver".

To equip and invest in our staff thereby empowering them to provide optimal business solutions tailored to meet the diverse needs of our clients and also make a useful contribution to the profession and the society at large.

Philosophy

Our philosophy is "**Provide Efficient and Affordable, Effective services**". This **sense of business Acumen** serves as our guiding torch and deep-rooted aspiration when clients entrust us to provide professional solutions to their business challenges.

As professionals we are committed to providing superior, value added service and to delivering innovative business solutions to complex business issues. We do all our work while observing all the requisite ethical requirements of independence, integrity and trust.

2.0 Where to find us

KAL Associates Certified Public Accountants
Nkrumah Road, Plot 61 – 67, JP Plaza Building, 3rd Floor,
P.O. Box 20084
Kampala, Uganda

3.0 Bankers

As a trusted audit firm we strive to associate with reputable bankers with a mileage of year in banking experience. Thus our bankers are as shown below;

Barclays Bank.
Standard Chartered Bank
Stanbic Bank
Centenary Bank

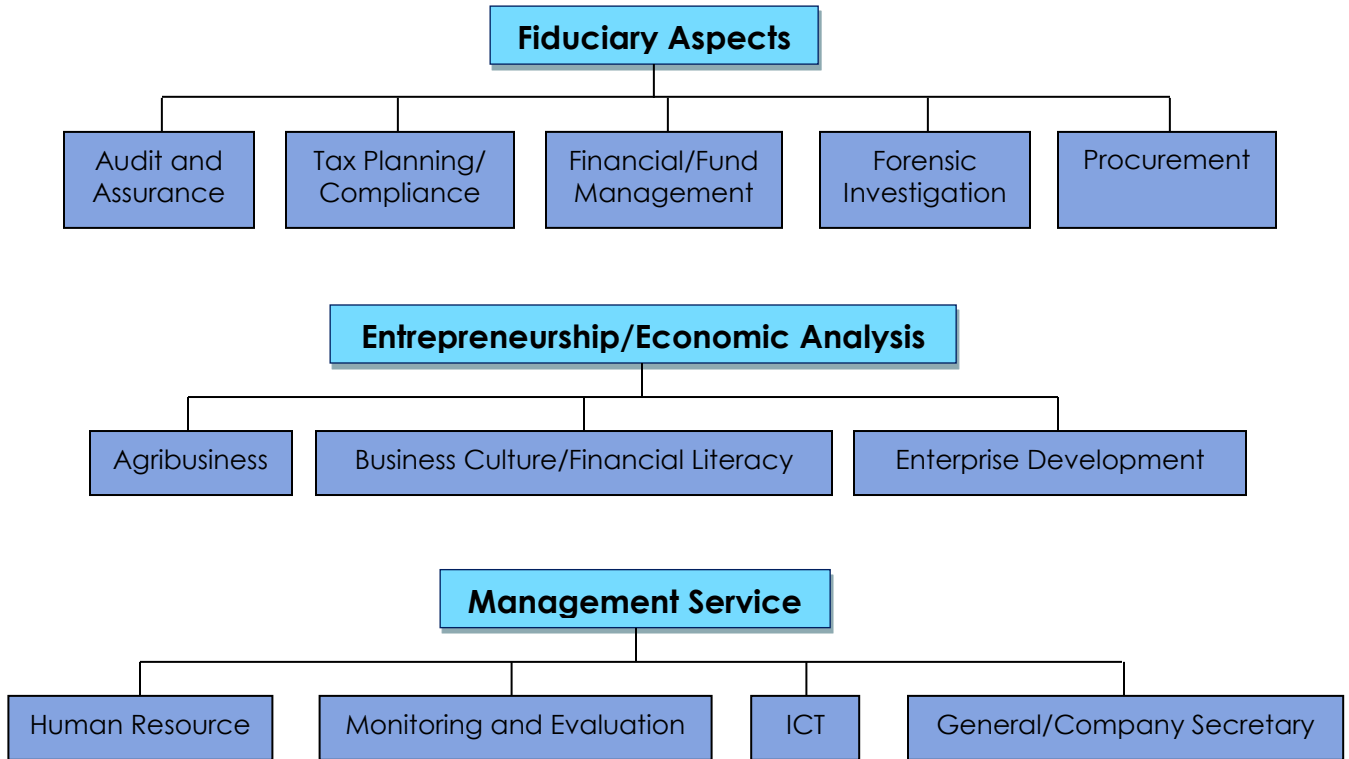
4.0 Human Resources

KAL Associates has qualified and experienced professional staff with diverse practical skills. Our staff comprises of full-time staff and part-time associate staff as detailed below.

Staff	Full-time	Part-time	Total
Partners	2		2
Managers	2		2
Supervisors	2		2
Audit staff	6		5
Administrative staff	2		2
Consultants (external)	-	4	4
Total	14	4	18

5.0 Multiple Skills

KAL Associates is a syndicate of multiple skills. We have assembled a team of leading and respected professionals with skills covering the core Fiduciary Aspects, Management, Entrepreneurship and Economic Analysis. The diversity of our Professional services is indicated graphical below:



KAL Associates has two partners and supporting staff who together have their wealth of professional expertise, experience and skill towards delivering exceptional and transparent accountancy, financial management and financial/accounting information systems.

The Partners of the firm

Peter Kasango	-	Partner
Levi Malinzi	-	Partner

As we deliver services in the accountancy service sector, we have dedicated our efforts to the needs of our clients as we ensure to

6.0 Competence and Relationship with Regulatory Bodies

KAL Associates is proud to have achieved a mileage of approval from professional and regulatory bodies and leading organizations.

As a partial manifestation of the firms' competence, we are an accredited, registered and approved firm sanctioned to conduct statutory audits and provide financial advisory services by reputable organizations which are;

KAL Associates is accredited by the institute of certified Public Accountants of Uganda which is also a member of East, Central and Southern Africa Federation of Accountants (ECSAFA).

The firm is also among the list of firms accredited by the International Fund for Agricultural Development.

The firm was among the list of firms recognized by the Bank of Uganda to undertake professional work in the financial services industry 2014.

The firm is among the list of firms recognized by the office of the Auditor General of Uganda to perform a number of retreat assignments on his behalf.

The firm is registered with the Ministry of Tourism, Trade & Industry/Department of Co-operative Development to carry out audit services of Micro Finance institutions and SACCOS per AUDIT/COOP/004 dated 14th July 2009

The firm is also registered with the Public Procurement and Disposal of Public Assets Authority (PPDA) as a reliable accountancy services provider 2015

7.0 Service Package

We provide a full range of accounting, audit and management consultancy services. We also offer other innovative services tailored to meet the specific needs of our clients. These include:

- Accountancy
- Agribusiness Management
- Auditing
- Diagnostic studies
- Feasibility studies
- Financial Administration
- Financial Reviews and Investigations/Forensic Audits.
- Human Resource Planning and Management Services
- Investment Advisory Services
- Monitoring and evaluation
- Organisation Assessment
- Tax Planning and Computation

7.1 Accountancy

Our service deliverance under accountancy includes;

- Setting up of Financial Management systems.
- Diagnosing of existing accounting systems.
- Providing guidance and consultancy to our clients regarding appropriate book keeping policies and general compliance to national regulations, International Financial Reporting Standards and the income tax Act and
- Preparation of financial statements.

7.2 Auditing

7.2.1 External Audit

While offering external auditing services we ensure to comply with International Standards on Auditing as we aspire for:

- Verification of the correctness of books of account and reliability of financial reports. We examine source documents in search for evidence to substantiate the records.
- Provision of advice to clients on the reliability and adequacy of internal controls.

7.2.2 Internal Audit and Review

In order to enhance independence and objectivity, client organizations have continuously outsourced the internal audit function to us as a trusted partner in delivering audit functions. The internal audit services we provide entail examining and evaluating the organization's risk management processes and systems of control and to make recommendations for the achievement of company objectives. Our Internal audit and review approach involves;

- Examination and evaluation of financial and operating information within the organization
- Review and advice on the development of key organizational systems and the implementation of major change.
- Review of compliance with external laws and regulations and internal policies and procedures
- Review of the economy, efficiency and effectiveness of operations

7.3 Tax Planning and Computation

7.3.1 Tax Planning

Upon request or on a retainer basis, our clients can benefit from our tax planning expertise to enable them optimise returns on their business activities and minimise their tax exposure through our tax planning and compliance advisory services. We also maintain tax records, ensure compliance with income tax laws and liaise with the relevant tax authorities on behalf of the client.

7.3.2 Tax Computations and Reviews

There is a need for the client to identify and exploit the tax law provisions that are of financial benefit. Disputes often arise between the client and the tax authorities regarding the right tax charge and the timing of payment of the tax and/or submission of tax returns. Tax computation services are available for clients upon request.

7.4 Financial Reviews and Investigations

7.4.1 Financial Reviews

This professional service has three main components:

1. **Due diligence assessments:**

Often our client's needs include investing, divesting, or purchasing in a business and divesting shares in a company. Such decisions require reliable professional information on the value of the business or shares in question. We provide this information which creates a basis for negotiating the business deal in question. We have a team of financial experts on call that undertake these assignments on behalf of our clients.

2. **Value for money and Programme evaluations:** When ensuring value for money for Society accomplishment; we assess whether the funds provided have been properly utilised (**efficiency**), whether the objectives have been realised (**effectiveness**) and how frugally the funds have been utilised (**economy**). We provide expertise to undertake these financial reviews for public sector programmes and Non-Governmental Organisations.

3. **Investigations:** Clients are often faced with the need to get assurance that financial resources deployed for an activity or managed by their agents have been utilised for the intended purpose or professionally managed in line with set rules and regulations. The practice undertakes financial investigations on behalf of clients to establish this assurance or otherwise.

7.5 Investment Advisory Services

We have mobilised internal capacity and also have on call expertise to provide versatile solutions in treasury and investment management. We have the capacity of composing investment portfolios and working with offshore investment companies/banks. Our resource team has built up financial models for various clients to enable them plan their business and cash management.

7.6 Financial Administration

This service package affords clients the flexibility to run successful businesses with a mean lean human resource team.

We act as your financial manager or provide back-up to existing financial accounting functions.

This service package includes:

- Advice on setting up, registration and incorporation of businesses
- Budgeting and budget reviews
- Cash flow forecast preparation and review
- Company health checks
- Diagnostic and Feasibility studies
- General accounting, records management and reporting.
- Investment advice
- Management consultancy

7.7 Agribusiness Management

As we provide Agricultural Productivity Enhancement and Commercialization services; we ensure to provide support in development of value chain mapping action plans of the selected commodities. Our value chain mapping usually includes analysis of the value chains from the point of inception to a consumer and identifying opportunities and constraints for value addition. Our analysis always involves consultation with chain actors, supporters and stakeholders along with support of the legal, regulatory and policy environment. Our approach to such assignments in a mapping exercise is structured such that it ends in a workshop with chain actors, supporters and stakeholders that will develop action plans to address constraints and enhance the available opportunities in the value chain.

We also support value chain actors in implementing their action plans using innovative approaches particularly through commercialization of elements which includes; providing support to crops with market demand, producing to market determined specification, rural commerce, marketing, and agribusiness development for the selected commodities. We support in the production and standardization of training materials. Our agribusiness service to clients involves re-orientation of research and extension in order to complement traditional production oriented approaches with commercially oriented activities responding to market requirements, producer expressed needs, and responding to other value chain actors' business concerns.

We are a trusted partner with management of matching grants, an element in Society management that has proven to be highly problematic.

7.8 Human Resource Planning and Management Services

KAL Associates Human Resource Consulting services provide expert assistance with personnel practices, systems, controls and evaluations. Our key services in this sector include;

- Advice in computerisation of employee records
- Career development and growth
- Development of job descriptions and specifications
- Development of staff appraisal and job evaluation systems
- Development of training needs through staff training needs assessment
- Executive staff recruitment
- Job Classification and Grading
- Manpower planning and
- Manpower Profiling
- Personnel/payroll systems.
- Provision of vote authentic ICT systems to curb rigging
- Reviews of personnel practices and procedures.
- Reward/Remuneration Structuring
- Staff restructuring
- Training of trainers

7.9 Computerization

Information and Communications Technology (**ICT**) is a sector we have embraced at the forefront of our firm and also for our clients. ICT offers important techniques for improvement of office productivity and automation. We recognize ICT as a specialist area in which we offer services such as;

- Feasibility and application studies
 - Reviews of effectiveness of existing installations
 - Specification of software and hardware requirements
 - Implementation of computer systems
 - Provision of hardware and technical back up service and provision of software.
 - Development of data processing and office automation strategies
 - Computerisation of accounts and accounting systems (Using friendly accounting soft wares like, Pastel, Quick Books Accounting Plus, Hogia, Scala, Tally, Sage.
- We provide support to our clients for installation of accounting software which involves advising the client on which software will work best for their accounting system; we also carry out installation and training of users so as to build their capacity to move from manual systems to automated systems.

As we do this we not only support clients in computerising the General Ledger but ensure to provide support on the practicability of the periphery accounting areas to minimise duplication of effort while at the same time introducing controls in and around the computer.

7.10 General/Company Secretariat

KAL Associates acts on behalf of the client organization to general/company secretariat services. These services are encompassed in the provision of services such as;

- Formation and incorporation of companies: Memorandum and Articles of Association
- Financial management coaching
- Applications for various licenses and permits required by various relevant authorities i.e. URA, PPDA and KCCA.
- Share allotments and transfers
- Filling annual returns and changes in directorships
- Taking minutes at shareholders and directors meetings
- Maintaining the requisite statutory records
- Guiding the board and management on statutory and regulatory requirements

We have carried out several assignments over the years. Some of the outstanding assignments and clients are outlined below:

Client	Assignment
Auditor General	Audit of Sub-Counties
Makerere University Business School	Developed Financial Policy Manual
Act 4 Africa UK	Statutory Audit (Jinja & Kasese Branches)
Uganda Meat Producers Cooperative Union Limited	Statutory Audit & Training of personnel
UGANDA COODEPT-SACCO	Statutory Audit
Masindi Town Council SACCO (MATSACCO)	External Audit
Child Health Advocacy International	Statutory Audit
Local Government Staff SACCO	Statutory Audit
Share An Opportunity(SAO) SACCO-Wandegeya	Statutory Audit
Global Junior school Mukono	Internal Audit
Mayuge Town SACCO	Statutory Audit
Hill 16 Production ltd (The Irish Pub.)	Annual external audits and submission of returns
Wakiso Teachers –SACCO	Statutory Audit
Limelight Limited	Annual external audits and submission of returns
Uganda Farmers Company Limited	Annual Audit
Noor Cash Forex Bureau	Annual external audits and submission of returns
Platform for Citizens Participation and Accountability (PLACA)	
Rock City Forex Bureau	Annual external audits and submission of returns
Save Foundation Ltd	Statutory Audit
Share an Opportunity Uganda ltd	Diagnostic Audit
Simba Travelcare Ltd	Annual external audits and submission of returns
Tian Tang Steel Limited	Statutory Audit
Twase Millers	Statutory Audit
Uganda Communications Employees Contributory Pension Scheme	Statutory Audit
Uganda Organic Certification (UGOCERT) Limited	Statutory Audit
United organization For Batwa Development In Uganda.	Statutory Audit. Design of MIS Development of Financial & Accounting Manual
Vegetable Oil Development Programme (VODP)MAAIF	Financial Backstopping- IFAD funded Society.
National Agricultural Research Organisation (NARO)	Developed Internal Audit Charter.
Xplore world	Audit of books of account.
Zana Secondary School	External Audit and Development of Financial Accounting Manual

Consultancy fees						
position	number	days per quarter	rate @ day	total per quarter	duration	Total (UGX)
team leader	1	10	500,000	5,000,000	8	40,000,000
audit manager	1	10	300,000	3,000,000	8	24,000,000
in charge risk	1	10	250,000	2,500,000	8	20,000,000
quality controller	1	10	250,000	2,500,000	8	20,000,000
audit senior	2	10	200,000	2,000,000	8	16,000,000
auditors	3	10	150,000	1,500,000	8	12,000,000
TOTAL VAT Exclusive				16,500,000		132,000,000
<u>Add VAT@18%</u>						23,760,000
Total Consultancy fees (V.AT) incl						155,760,000
Disbursements						
Description of costs		Quantity	Unit of Measure		Unit	Total price (UGX)
secretarial services						4,200,000
miscellaneous expenses						16,800,000
Total						21,000,000
TOTAL CONSULTANCY COST FOR THE ASSIGNMENT						176,760,000

AUDIT PROCEDURES AND METHODOLOGY

Our approach to the assignment will be in the following phases:

- Phase 1: SACCO's Mobilization, Initiation environmental scanning
- Phase 2: Field Audit: Data Analysis, Transaction Testing and Verification
- Phase 3: Preparation of internal Audit Reports

PHASE 1

PROGRAMMES MOBILIZATION, INITIATION

INITIAL ENVIRONMENTAL SCAN

OBTAINING AN UNDERSTANDING OF THE SOCIETY'S AGREEMENTS, LAWS AND REGULATIONS

We shall seek to gain a deep understanding of the legal, structural, environmental, cultural, institutional, financial, etc., parameters in which the Co-operative Society operates through the review of relevant documents in general, and those pertaining to the audit in particular.

Among the relevant documentation that we shall seek to acquaint ourselves with are the following:

- Donors Funding operational guidelines (if any)
- Routine Quarterly periodic reports
- Previous audit report and financial statements.
- The Society's operational manuals (Finance, operational, Human resource manuals)
- The Society's Strategic plan
- Relevant reporting requirements
- The Society's financial management and Procurement Guidelines

We shall use varied techniques to obtain the required information including the following:

- Interviews and discussions with relevant people at the various places
- Observations of operations in selected areas relevant to the assignment i.e. the various committees of the Society, Accounting Officers' and Board members.
- Questionnaires of the envisaged systems' Users and immediate stakeholders.
- Review of documentation relating to background concept of the audit assignment.
- Use of Computer Assisted Auditing Techniques CAATS where applicable.

PHASE 2

FIELD AUDIT: TRANSACTION TESTING AND VERIFICATION

EVALUATION OF OPERATIONAL ENVIRONMENT, ACCOUNTING AND INTERNAL CONTROL SYSTEMS

In accordance with the International Standards on Auditing (ISA 400) we shall access the Society's environment and control systems.

The Audit objective is to obtain an understanding of the control environment, design and appropriateness of relevant policies and procedures and consider if they were operational in the year under audit. Evaluation of the associated control risk will assist us determine the extent of auditing procedures on the financial statements.

Appropriateness of controls will be assessed from quarter to quarter with regard to changes in conditions or possible deterioration in the design and operation of policies and procedures.

a) ACTIVITIES AND ORGANISATIONAL SET-UP

In order to obtain an over-view of the suitability of the operating environment under which the society's programmes are executed we shall perform the following operations:

- Examine the type and volume of activities and transactions of the SACCO as a basis for assessing the adequacy of various resources at its disposal.
- Examine Organizational framework and assess its appropriateness in meeting the challenges posed by the implementing society's activities and transactions.
- Review the division of responsibilities and allocation of duties vis-à-vis production of qualitative outputs.
- Get to know the key management personnel and the board of directors.

b) ACCOUNTING SYSTEMS

Here, we shall seek to arrive at an informed conclusion on whether the records form a reliable basis for the preparation of financial information and reports, and whether proper books of account have been kept. This will be achieved by evaluating the Accounting Systems, In this regard, we shall perform the following operations

- Having obtained an understanding of Society's set up, we shall record the Accounting systems in the form of flowcharts, descriptive notes, checklists, etc., where appropriate.
- We shall ascertain our understanding of the complete system by use of questionnaires, enquiry or requesting the Officers concerned to supply the details, where applicable. We shall then perform sample walk through tests to ascertain and confirm the correctness of the descriptions.
- As an immediate follow-up, we shall conduct a preliminary evaluation of those systems, which includes accessing risk levels (inherent and control risk).
- If, in our assessment of evaluating the accounting systems, we consider them adequate, we shall design and perform compliance tests.
- If, in our assessment of evaluating the accounting systems, we consider them inadequate, we shall design and perform detailed substantive tests on the records.

c) INTERNAL CONTROLS.

Systems would mean nothing if it were not the controls they embrace. In order for us to be able to rely on the internal controls contained in the accounting systems and procedures, we shall record the internal controls in detail. Our interest will be, in general terms to , ascertain, inter alia, the presence of certain common features of good internal control systems, and to follow up on the previous internal control weaknesses identified by the previous auditors. In particular, we shall access as to whether there is;

- Adequate segregation of duties so that no single person is responsible for processing, approving and recording a complete transaction.
- Presence of an organization plan, which defines and allocates responsibilities, and identifies clear lines of reporting.
- Ascertaining that transactions are authorized or approved prior to their completion by the appropriate person, and that limits to such authorizations are specified.
- Controls providing for tasks performed to be evidenced through signatures, initials, rubber stamping, etc.
- Existence of established accountable documents with sound features for data capture,

- processing and control over their use.
- Presence of budgets, which being quantitative plans of action and prior agreement signify, on the surface, authorized budget lines.
- Defined procedures for document and information flows, their storage and retrieval.
- Existence of budgetary control practices, management accounting reporting, and interim accounts, which facilitate the control function of management.
- Presence of an integrated system of accounts and records.
- Procedures designed to safeguard the physical custody of assets like restriction of access to authorized personnel only.
- Presence, in the recording function, of routine practices which automatically check the arithmetic and accounting accuracy of transactions, e.g. reconciliations, control accounts, serial continuity, etc.
- Establishing the level of competence, integrity and motivation of the personnel operating the systems. We shall seek answers to questions related to remuneration, promotions, career development, training and assignment of duties at the right level.

Follow up of previous auditors internal control weaknesses

- Whether incomplete personnel files are being maintained
- Delays in the submission of staff advances
- Payment of overtime beyond the recommended hours in human resource
- Failure to effect transfer of motor vehicles
- Payment to third parties that are not supported
- Reporting structure of the internal audit department not being adequate
- Weakness in the information system controls

REPORTS AND DELIVERABLES

The successful completion of the activities above will result in the following:

- Report with recommendations on the appropriateness of the Society's organizational structure, control environment and whether SACCO Management complies with set policies or the Cooperative Societies Act and other relevant Regulations.
- Develop recommendations for improvement.

b. LOAN DISBURSEMENTS

Audit verification tests will be carried out to ascertain whether all the disbursements of loans to loan beneficiaries have been done in accordance with the SACCOs credit policy in place.

We shall review the disbursements to ensure that payments only relate to designated services received by the Society.

SALARIES AND WAGES

The substantive tests will be carried out to confirm, ascertain and ensure that:

- Payroll payments agree to the payment register/ payroll general ledger.
- Salary payments are effected as per the approved staff contracts and approved scales
- Payroll deductions made are reasonable and any large variances are investigated les.
- Ascertain that allowances/advances are approved by the relevant person and that the correct procedures were followed.
- 100% of the net amounts per the payroll agree to the bank transfer instructions and the transfer instruction is reflected on the bank statement.
- Payroll deductions are properly casted and the given total is correct.
- Deductions have been paid to the respective creditors (e.g. U RA and NSSF).
- Recovered advances have been correctly recorded in the advances register.
- For the selected sample of the employees. verifv that they are actually in existence.
- Salary amounts in each staff's record file is the same as that on the payroll register
- There is a permanent record of each employee's service
- Necessary changes have been made to the Register, especially with regard to new employees and those who have left.

PROCUREMENT OF GOODS AND SERVICES

We shall ascertain that Goods and Services financed by the SACCO been procured in accordance with the approved work plan and the budget.

OUR PROPOSED PROCUREMENT AUDIT CHECKLIST

	PROCESS STAGE	Our Audit tests in relation with the procedures
1.	PROCUREMENT PLANNING	As part of our audit we will obtain the procurement plan and check as to whether;
		i. Procurement plans are prepared ahead of time with realistic timelines.
		ii. The procurement methods stated for each item are in accordance with the procurement policies in place.
		iii. Society components appropriately packaged for procurement purposes.
2.	BIDDING DOCUMENTS	We will obtain the bidding documents and;
		i. Confirm as to whether bidding documents contain all information necessary to prepare responsive bids and clearly communicate the evaluation criteria?
		i. Review as to whether pre-qualification documents clearly and completely describe all requisites for submitting responsive applications and the qualification requirements.
		ii. Check as to whether financial information is required and analyzed to assess financial capabilities to perform contracts.
3.	COMMUNICATIONS BETWEEN BIDDERS AND THE PROCURING	i. Confirm as to whether requests for clarifications are answered promptly and completely in a written form and communicated to all prospective bidders
		ii. Check as to whether the clarifications, minutes of the pre-bid conference, if any, and modifications of the documents are promptly communicated to all prospective bidders.

	PROCESS STAGE	Our Audit tests in relation with the procedures
	AGENCY	
4.	RECEIPT OF BIDS AND OPENING	i. Verify whether a secure tender box or other lockable facility exists and confirm as to whether all bids received prior to the deadline are securely stored. i. Confirm as to whether public bid openings are conducted. ii. Confirm as to whether public bid openings are conducted within 48 hours following the deadline for submission. iii. Review the minutes of the bid opening procedures and look out for any anomalies.
5.	BID EXAMINATION AND EVALUATION	i. Review as to whether the evaluation committees are suitably qualified. ii. Confirm whether responsiveness is determined on the basis of the documentary requirements as described in the documents iii. Check as to whether the bid evaluations are carried out thoroughly and on the basis of the criteria specified in the documents. iv. Confirm as to whether evaluations are completed within the original bid validity period. v. Review the bid evaluation reports in order to ensure that these are contain all essential information
6.	CONTRACT AWARD AND EFFECTIVENESS	i. Check as to whether contracts are award to the lowest evaluated responsive bidder who has been determined to be qualified to perform the contract satisfactorily. ii. Confirm that all unsuccessful bidders are informed in writing that they have not won the contract. iii. Check as to whether the conditions precedent to contract effectiveness clearly defined in the contract?
7.	CONTRACT ADMINISTRATION	i. Check for the existence of a contract monitoring system, either in manual or electronic format, and review a sample ii. Review the process being used to monitor delivery of goods and services to verify quantity, quality and timeliness. iii. Check as whether contract amendments are handled promptly in accordance with the contract conditions and established practice. iv. Confirm whether contractual disputes are handled in accordance with a formal complaints /arbitration system. v. Confirm as to whether works contracts are supervised by Independent Engineers or a named Society manager. vi. Confirm whether contracts are completed on schedule and within the originally approved contract price. vii. Confirm whether the final payments and contract final closure procedures exist and are in accordance with the SACCO procedures.
8.	ORGANISATION AND FUNCTIONS	I. Confirm whether procurement and financial management functions separated II. Confirm whether periodic procurement reports are prepared to management.

REPORTS AND DELIVERABLES

Having performed the sequence of activities as indicated, the outcome will be as follows:

- Report on accountability of operations
- Report on Internal Control weaknesses.

PERFORM SUBSTANTIVE PROCEDURES ON TRANSACTIONS, AND EVALUATE THE ADEQUACY OF SUPPORTING DOCUMENTATION

The activities to be performed will include but not be limited to the following:

Obtaining the print outs and source documents relating to these ledgers.

- For procurement items, we will use our detailed internal audit checklist above to carry out our evaluation in line with best practice. In summary, we shall;
 - Test procurement documents such as bids, invitations, evaluations and contract awards to determine whether established procurement procedures and cooperative agreements are adhered to.
 - Examine Purchase contracts and Purchase orders.
 - Examine Suppliers invoices and certificate of origin of goods.
 - Examine other evidence of receipt and proper utilization of goods and services including technical assistance (consultancies) as per the cooperative agreements and suppliers contract terms and conditions.
- Review evidence of payment.
- Obtain direct 3rd party confirmation of amounts due to or owing by the Society and implementing agencies.
- Ascertain that the expenditure was properly authorized and approved.
- Verify physical existence of significant items purchased.

PHASE 3

REPORTS AND DELIVERABLES

I. INTERNAL AUDIT REPORTS

In addition, we shall prepare internal audit reports in which we shall:

Identify specific deficiencies and areas of weakness in the accounting records systems and controls and make recommendations for improvement;

PROFILE OF KEY PERONNEL

8.0 Qualifications of Key staff

1. **Peter Kasango** is an accomplished practicing accountant. He has worked in a number of corporate settings and developed a long span of experience in accounting systems reviews, design of accounting systems and audit. He also participates widely as a resource person in training and capacity building programmes. He is a member of **ICPA-(U)** and **ICPA-(K)** and a holder of a Post Graduate Diploma in Finance (**MUK**).
2. **Levi Malinzi** In charge of Quality Control; He has Bachelor of Accounting and a qualified Certified Public Accountant and a member of **ICPAU**. He also participates widely as a resource person in training and capacity building programmes funded by the Uganda capacity building Society.

Levi is also a financial management specialist. He has a substantial experience 13 years in audit, accountancy, tax, consultancy services obtained in diverse sectors i.e. public, private and Non-Governmental Organizations both as internal and External Auditor.
3. **Richard Kakube** is a certified Public Accountant (**CPA**) Uganda; He has accumulated 13 years of professional experience in auditing; accounting; consultancy; tax and financial management in diverse sectors such as public, private and non-governmental organizations. His exposure in different sectors makes him confident of handling all financial challenges. He has held various functions including heading finance departments, bank branch manager, and audit manager in two leading international audit firms
4. **Mutebe David** is a certified Public Accountant (Uganda; He has accumulated 5 years of professional experience in auditing; accounting; consultancy; tax and financial management in diverse sectors such as public, private and non-governmental organizations. His exposure in different sectors makes him confident of handling all financial challenges. He has held various functions including heading finance departments, bank branch manager, and audit manager in two leading international audit firms