



L&W i Lan Operations Manual

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Acronyms and Abbreviations

The following acronyms and abbreviations are used throughout this manual.

Acronym	Meaning
ED	Executive Director
AGM	Annual General Meeting
FIFO	First-In, First-Out (stock rotation method)
GPS	Global Positioning System
GRN	Goods Received Note
HR	Human Resources
HSS	Health, Safety and Security
HSWRA	Health, Safety and Wellbeing Risk Assessment
ICT	Information and Communication Technology
ID	Identity (card)
IT	Information Technology
LM	Line Manager
LWL	Lê Wi Lan (the organisation)
MS	Microsoft
PC	Personal Computer
PO	Purchase Order
POWER	Petrol/Diesel, Oil, Water, Electrical, Rubber (daily vehicle check)
POWDERY	Weekly vehicle inspection checklist
PPE	Personal Protective Equipment
SLT	Senior Leadership Team
ATEA	Alliance for Transforming Education in Africa
FCDO	Foreign Commonwealth Development Office
SRF	Store Requisition Form
UN	United Nations
VfM	Value for Money
MBSSE	Ministry of Basic and Senior Secondary Education
MTHE	Ministry of Technical and Higher Education
T-TEL	Transforming Teaching, Education and Learning
Wi-Fi	Wireless Fidelity

About Le Wi Lan

Le Wi Lan (LWL) was registered as a Sierra Leonean not-for-profit company limited by guarantee on 23 December 2025. The organisation was established by 17 founding members committed to supporting the Ministry of Basic and Senior Secondary Education (MBSSE) and the Ministry of Technical and Higher Education (MTHE) to improve the relevance, quality and equity of learning outcomes across Sierra Leone's education system.

LWL builds on the decade-long experience of the Le Wi Lan programme, an FCDO-funded education programme implemented in Sierra Leone since 2016 by a consortium led by Mott MacDonald/Cambridge Education. The programme has supported major reforms in secondary education, including policy development, system strengthening, improved enrolment, retention, transition and completion, and progress towards gender parity in secondary completion. Following the announced closure of Mott MacDonald/Cambridge Education's international development business in 2025, LWL was established to retain national expertise and continue supporting education system strengthening in Sierra Leone.

LWL is a member of the Alliance for Transforming Education in Africa (ATEA), an alliance of national education not-for-profit organisations that support government-led systems strengthening across Africa. ATEA members share a commitment to education as a driver of national development and to approaches that reflect national culture, values and priorities. They recognise that education plays a critical role in shaping nations' sense of identity and purpose and are committed to ensuring that teaching and learning embrace national culture and values. Currently, the two members of ATEA are T-TEL in Ghana and LWL in Sierra Leone. The plan is to expand the members to Rwanda by 2027 and to other African countries.

1.0 Introduction

The Operations Department plays a vital role in ensuring the smooth, efficient, and compliant functioning of all Le Wi Lan activities. This Operations Manual provides a comprehensive framework for how operations are planned, executed, monitored, and continuously improved across the organisation.

It sets out the standards, systems, and procedures that guide day-to-day operations, ensuring coordination across teams, accountability for results, and adherence to organisational, donor, and national regulatory requirements. The manual is designed to support staff, partners, and stakeholders to work consistently, safely, and effectively while delivering high-quality operational support to Le Wi Lan.

1.1 Purpose of the Manual

The purpose of this manual is to:

- Establish clear operational roles and responsibilities across all functions — including procurement, logistics, administration, fleet management, health and safety, asset and store management, ICT, and travel.
- Provide a standard guide that ensures consistency, transparency, and compliance with internal policies, donor guidelines, and national regulations.
- Strengthen internal controls to safeguard organisational assets, ensure value for money, and mitigate operational risks.
- Promote efficiency and accountability by defining the tools, templates, and checklists required to execute operational tasks.

- Serve as an induction and training resource for new and existing staff to understand operational expectations and compliance requirements.

1.2 Scope

This manual covers all operational activities carried out by the Operations Department and applies to:

- **All Le Wi Lan staff, consultants, contractors, and partners** involved in operational processes.
- **All operational functions**, including:
 - Administrative coordination and office management
 - Health, safety and security (HSS) procedures
 - Journey and fleet management
 - Asset and store management
 - ICT systems and equipment management
 - Travel (domestic and international) arrangements

The scope includes policies, procedures, workflows, templates, approval processes, compliance expectations, and quality standards required for the effective delivery of operational services.

The manual does **not** cover HR policies, technical programme content, or financial accounting procedures — these are governed by separate manuals — but it does outline the areas of operational interaction with those functions.

1.3 Governance Structure

LWL's governance structure is designed to ensure clear accountability, effective oversight, and compliance with applicable laws, donor requirements and internal policies. The Members are the highest organ of the organisation. The Board of Directors is responsible for strategic oversight and direction, while management is responsible for day-to-day implementation of approved policies, procedures and plans.

LWL was established by a group of 17 founding members who are strongly committed to assisting MBSSE and MTHE to improve the relevance and quality of learning outcomes for learners across Sierra Leone's education system and levels.

The Board of Directors acts on behalf of the Members to provide strategic leadership, approve organisational policies, oversee risk and compliance, and ensure that LWL operates in accordance with its vision, mission and legal obligations. The Board meets as required and receives reports from management and its sub-committees.

The Members shall be the highest organ of LWL, but the Board of Directors have been vested with the responsibility of management of LWL on behalf of the members and to provide strategic oversight and direction in accordance with LWL's vision and mission as well as ensuring compliance with all the applicable laws of Sierra Leone. Members meet formally once a year at the Annual General Meeting (AGM).

The nine (9) members of the Board shall comprise:

- six (6) of the founding members;
- two (2) representatives from the Government of Sierra Leone (Ministry of Basic and Senior Secondary Education & Ministry of Technical and Higher Education); and
- one (1) representative from the Alliance for Transforming African Education (ATEA).
- LWL's Executive Director and the Company Secretary are non-voting members of the board.

The Board has established sub-committees to provide focused oversight and advice in key areas. Each sub-committee reports to the Board on progress, risks and recommendations at Board meetings. The current sub-committees are:

- Finance sub-committee assists the LWL board to oversee the finance functions of the LWL entity. This sub-committee comprises of four members, including two board members (of whom one is the chair of the sub-committee) and two non-board members.
- Audit and Governance committee assists the LWL board to oversee the audit and governance functions of the LWL entity. This sub-committee comprises of four members, including two board members (of whom one is the chair of the sub-committee) and two non-board members.
- Fundraising and Resource Mobilisation assists the LWL board to oversee fundraising and business development functions of the LWL entity. This sub-committee comprises of four members, including two board members (of whom one is the chair of the sub-committee) and two non-board members.

LWL is led by an experienced Executive Director and leadership team, ensuring strong oversight, accountability, and sector expertise. LWL is focused on further growing its national impact.

2.0 Office Management

2.1 Office Locations and Addresses

[To be completed] This subsection will list the registered (principal) office address, regional office locations, and the managers responsible for each. A summary table of locations and contact points should be inserted here.

2.2 Generator Management

Generators provide essential backup power. Safe operation, accurate record-keeping, and disciplined fuel control are mandatory.

a) Start-Up Procedure

Step	Action
1	Conduct pre-start safety inspection: fuel level, oil level, coolant level, battery status, and check for any visible leaks.
2	Switch off the main power before starting the generator to avoid power back feed.
3	Start the generator using the key or electric start button.
4	Allow the generator to run for 1–2 minutes before connecting the load.

b) Shutdown Procedure

Step	Action
1	Disconnect the load and allow the generator to run idle for 2–3 minutes to cool the engine.
2	Turn off the generator completely.
3	Record the shutdown time in the Generator Logbook.

c) Running Hours

Accurate tracking of running hours ensures timely service and fuel control. A **Generator Logbook** must be maintained, and the Operations Officer must document:

- Date
- Start and end times
- Total hours used
- Purpose (power outage, scheduled use, testing)
- Fuel level before and after operation

Running hours and fuel consumption must be reported to the Operations Manager weekly.

d) Repairs and Maintenance

Preventive service must be carried out based on manufacturer guidelines or after every **250 running hours**, whichever comes first. Standard service includes:

- Oil and oil-filter replacement
- Air-filter cleaning/replacement
- Fuel-filter cleaning/replacement
- Battery water/charge check
- Coolant top-up

- Belt-tension adjustment

Corrective maintenance — repairs resulting from breakdown, unusual noise, overheating, or poor performance — must be reported to the Operations Officer, documented using the Generator Incident Report Form, carried out only by approved technicians, and closed with a signed service report.

All servicing, repairs, parts replaced, and technician reports must be filed in SharePoint under **Office Facilities → Generator Maintenance Records**.

e) Fuel Management

Fuel procurement: Fuel must be purchased from approved suppliers under framework agreements or from verified stations, supported by valid receipts, and stored in approved containers in a secure, locked location.

Fuel usage tracking: To prevent misuse —

- Each refuel must be logged with date, litres, cost, and officer name.
- Daily checks of fuel levels before and after generator operation are mandatory.
- Monthly fuel reconciliation must compare total litres purchased, fuel consumed, hours run, and the manufacturer's litres/hour benchmark.
- Any variance above **10%** must be investigated.

3.0 Office Safety and Security

3.1 Office Access Controls

For the principal office, the Operations Manager reviews and determines, from time to time, who should hold office keys based on need. For a regional office, only the Regional Manager should have access to the keys. Keys are distributed using the Office Key Log, which is managed by the Operations Manager.

The Operations Manager must give prior approval of the issue of keys. Unused and spare keys are kept in the office safe. Whenever it is updated, the Key Log is scanned and distributed to the Operations Manager.

Identity (ID) cards are supplied to all core staff and personnel. ID cards must always be carried while in the Lē Wi Lan office and during working hours. Lē Wi Lan reserves the right to make an administration charge to any staff member for lost ID cards or security passes issued to them and lost while in their possession.

Visitors are accompanied by security to the office and are asked to sign a visitors' book.

3.2 Office Hours

Standard office opening hours are 8:30 am to 5:30 pm, Monday to Friday, with a one-hour lunch break.

3.3 Office Health and Safety

The Operations Manager is responsible for monitoring office health and safety. Health and safety risks are mitigated according to the Health, Safety and Wellbeing Risk Assessment (HSWRA) document, which the Operations Manager prepares and reviews regularly. All personnel should familiarise themselves with the latest version of the HSWRA, which is stored separately on the SharePoint site.

3.4 Risk Assessment

The Operations Manager must carry out a risk assessment and review the outcome whenever circumstances in the office substantially change, and at a minimum annually. The assessment involves identifying workplace hazards, assessing the related risks, and defining measures to control those risks. This process is complemented by the monthly office inspection, which checks that risks already identified are being adequately controlled and spots any further hazards.

The Office Monthly Inspection Checklist is provided by the Operations Officer for use in monthly inspections. Hazards identified, and the actions necessary to mitigate them must be noted. Hazards that cannot be resolved immediately are carried forward on a checklist; the Operations Manager manages these mitigating actions through to completion, then signs and dates each one when complete.

The Operations Manager shall ensure that all personnel receive appropriate health and safety training in accordance with Lē Wi Lan guidelines and that records are kept.

Health and safety information displayed on the noticeboard should include:

- Office Health and Safety Risk Assessment
- Fire Emergency Plan
- Health, Safety and Wellbeing Risk Assessment (HSWRA)

A monthly office inspection is carried out on the final Friday of each month, the report is sent to all staff to raise awareness, and a positive intervention report is submitted. Fire alarm systems and smoke detectors must be tested every six months; when detectors begin beeping, the batteries must be replaced without delay.

3.5 Fire Safety and Emergency Procedures

The Operations Manager is responsible for establishing emergency procedures and ensuring that fire safety is not compromised. The Operations Manager must complete a **Fire Risk Assessment** and ensure that any control measures identified are put in place. The Fire Risk Assessment must:

- Be reviewed on a regular basis, and at least annually
- Comply with the specific requirements of fire-safety regulations
- Be kept as a record

Emergency Wardens must be appointed, and the office regularly inspected, so that the risk of fire is minimised, and emergency arrangements are maintained. Each Regional Coordinator / Operations Manager is issued with a copy of the Office Fire and Emergency Plan, which details the emergency procedures and provides the necessary record-keeping forms.

The Executive Director has overall accountability for emergency planning and procedures, while the designated Operations Manager has responsibility for day-to-day operations and reporting. All staff and visitors must co-operate with the Operations Manager on emergency planning. To this end, everyone must:

- Be aware of the action to be taken in the event of a fire, as detailed on the fire orders posted in each office.
- Follow Le Wi Lan's no-smoking policy, which applies to the office and official vehicles.
- Co-operate with evacuation drills when the alarm sounds or staff are instructed to leave, they must do so immediately and assemble at the designated location.
- Do not interfere with or misuse equipment, such as using fire extinguishers to prop open fire doors.
- Keep the workplace and exit routes free from obstructions and unnecessary clutter.

3.6 First Aid

In any work situation, it is important that when someone is taken ill or has an accident there are people nearby competent to provide basic medical assistance. There are two types of first-aid personnel:

- **First-aider** — a person appointed by their employer who has received approved training from a recognised source, such as the Sierra Leone Red Cross Society.
- **Appointed Person** — a person appointed to take charge of medical emergencies in the absence of a first aider. Their main role is to look after first-aid equipment and facilities and to summon emergency services when necessary. They need not receive first-aid training, though prior experience is preferable.

All drivers must receive first-aid training.

3.7 Personal Protective Equipment (PPE)

Personal protective equipment (PPE) is any equipment required by an individual to provide protection from occupational hazards and reduce risks to health to acceptable levels. It includes items such as:

- Head protection (helmet)
- Eye protection (goggles, safety spectacles, visors, etc.)
- Hand protection (gloves, gauntlets, etc.)

3.8 Major Incidents and Emergencies

Lē Wi Lan takes great care to minimise dangers to its staff and others and to produce work that can be relied upon. In the event of an incident or emergency, you should:

- **Safety first** — Put your safety and that of your colleagues and others before all other considerations. Apply the safety training you have received. If you believe there is danger to the safety of others, give clear warnings immediately.
- **Notify management** — If you learn of an incident, notify the Operations Manager and/or Executive Director. If you notify in writing, keep the notice short and factual. Do not try to identify the cause or apportion blame.
- **Make no public statement** — Senior management will control all communication about the incident. Do not give any statement to the press or outsiders, and do not prepare written reports except to notify management as above. Ask everyone else in your team to do likewise.
- **Management action** — Senior management will investigate and deal with the incident.

3.9 Incident Reporting

All incidents, accidents, near misses, theft, and positive interventions must be reported, no matter how minor.

- An **accident** is an incident that results in injury.
- A **serious near miss** is one that could potentially result in fatality or an injury requiring medical treatment.
- A **positive intervention** is the identification of an unsafe condition (hazard), unsafe act (behaviour), or an aspect of our delivery or design relating to health and safety.

All incidents must be reported to the Operations Manager and Executive Director by email. The Operations Manager then reports the incident using the Lē Wi Lan incident reporting template.

3.10 Office Security

The principal office is provided with 24-hour security.

- The main doors are open Monday to Friday, 8:30 am to 5:30 pm, and closed on Saturdays and Sundays. Out-of-hours access requires approval from the Operations Manager.
- Before opening in the morning, the Admin Officer checks that all external doors and windows are intact and reports any issues to the Operations Manager.
- At the end of the day, the Admin Officer ensures all windows and doors are closed, filing cabinets and safes are locked, and all electrical items are unplugged. Laptops left overnight must be locked away in a drawer; all staff are encouraged to do this themselves.
- The office is fitted with security cameras providing a 360-degree view of the office and the perimeter fence.
- All security incidents must be reported immediately to the Operations Manager, who informs the Executive Director; an incident report must also be raised.

- All staff and visitors should read the Office Emergency Evacuation Procedure, which is prominently displayed on the Lē Wi Lan notice board.

3.11 Handling of Correspondence

[To be completed] This subsection will set out procedures for receiving, recording, distributing, and dispatching incoming and outgoing correspondence (post, courier, and hand-delivered items), including the use of an inward/outward correspondence register.

4.0 Health, Safety and Security (HSS)

4.1 Security Updates and Alerts

Security updates are drawn from the Office of National Security, the UN, and other private security channels. If there are any changes to the security situation in the regions where we work, or in areas to be visited by staff or consultants, the Operations Manager must inform the Executive Director, and additional advice is sent to personnel as needed.

Any alert in the vicinity of, or directly affecting, the organisation must be followed up by the security focal point to ensure that actions taken are recorded and an incident / positive intervention report is submitted. Follow-up should cover:

- **Management actions** — who was contacted; local security conditions checked; local security information shared with management; incident frequency tracked.
- **Risk-assessment actions** — critical routes checked; security providers and networks consulted.
- **Journey-management actions** — whether inbound or outbound travel is suspended; whether any curfew is in place.
- **Evacuation actions** — whether the alert requires an incident management team to be assembled.

The HR Manager is responsible for maintaining and updating the staff tracker, telephone cascade tree, and WhatsApp group when staff join or leave, and for training all new staff in their related role and responsibilities.

4.2 Insurance and Medical Cover

Business Travel Insurance

Lê Wi Lan provides business travel insurance for both local and international travels, ensuring employees are protected throughout their assignments. The policy covers medical emergencies, including hospitalisation, evacuation, and repatriation where necessary. It also includes protection against trip cancellations, delays, and disruptions that may impact business operations. Staff are covered for loss or theft of personal belongings, laptops, and essential work equipment. Personal accident cover offers financial support in the event of injury, disability, or loss of life during official travel. The insurance extends to high-risk environments, subject to approved travel protocols and risk assessments. The policy aligns with Lê Wi Lan duty-of-care commitments and corporate travel guidelines. All employees must ensure travel is pre-approved and compliant to activate full coverage benefits.

General Medical Care – Lê Wi Lan National Staff

Lê Wi Lan will provide national staff with medical insurance covering up to four dependents (a spouse/partner and any children under 18 years of age).

General Medical Care – International / Assignee Staff

Long-term assignees are expected to enroll in the host organisation's medical plan where one is available. In the unlikely event that an international staff member is in a location with no established medical insurance scheme, an alternative solution will be found: the organisation will either source a scheme, offer self-insurance, or cover the cost for the assignee.

Consultants and Sub-Consultants (Non-Staff)

Consultants and sub-consultants contracted by Lê Wi Lan are responsible for arranging their own travel, medical, life, and prolonged-disability insurance. This must be cross-checked to confirm that the cover includes medical and medevac (emergency evacuation) support from the destination

country to the home country, and that it is relevant to the type of work to be conducted in Sierra Leone.

- It is the Operations Manager's responsibility to ensure that all contracts include a declaration in which consultants acknowledge this responsibility.
- Non-staff travel insurance information is recorded in the Rest-of-World non-staff declaration form, and copies of the insurance are saved in the traveller's travel folder.
- Non-staff next-of-kin details are recorded in the Non-Staff Travel Pre-Booking Approval e-Form.
- The relevant Operations Officer sends the completed travel security declaration form for international consultants to the Operations Manager in Sierra Leone for filing on SharePoint.

4.3 Health, Safety and Wellbeing Risk Assessment (HSWRA)

All staff and consultants must sign the most relevant Le Wi Lan HSWRA, and a Travel HSWRA form, prior to undertaking any travel on behalf of Le Wi Lan away from their home base. Their signature on the declaration tab confirms that they have understood and will comply with the guidance or otherwise recognise the risks and liabilities if they choose not to.

- Country HSWRAs are reviewed according to the Travel Risk rating, or whenever a significant incident occurs that affects the country's risk.
- The HSWRA is a live document, updated regularly. Minimum review frequency: **Low = annually, Medium = bi-annually, High = quarterly, Extreme = every time there is travel.**
- The Travel HSWRA is completed by the Operations Officer and reviewed by the Executive Director and Operations Manager.

4.4 International Travel – Approvals and Bookings

- All travel must be booked in accordance with Le Wi Lan policies.
- International travel is booked through approved travel agencies to ensure value for money.
- International travellers must provide copies of their passport and insurance details to the Operations Manager so that all necessary approvals are obtained before travel.

4.5 Domestic Travel – Approvals and Bookings (Staff & Non-Staff)

Domestic travel within Sierra Leone is overseen by the Operations Manager. The following approvals are required: line-manager approval (the traveller is responsible for seeking it, confirming the travel is necessary), budgetary approval, and security approval by the Operations Manager.

Note: No member of staff should undertake to travel beyond city limits without an approved Journey Management Plan. Inner-city travel is coordinated by the Operations Manager.

The step-by-step process for domestic travel is as follows:

Step	Action	Responsible	Approved by
1	Obtain pre-travel approval from the Line Manager, then inform the admin team of the requirement to travel at least 14 working days in advance. Prepare a Journey Management Plan detailing travel dates, purpose, and risks.	Traveler / Admin	Line Manager / Operations Manager
2	Send the request form to the ED or SLT designate for approval, then obtain pre-travel	Operations / Fleet Officer	SLT Designate / Budget Holder

Step	Action	Responsible	Approved by
	approval from the budget holder, sharing the approved request form.		
3	Prepare the budget and have it checked by the Operations Officer.	Activity Owner	Operations Manager
4	At least 14 working days before travel, send the checked budget and itinerary to the Budget Holder for approval.	Activity Owner	Budget Holder / ED Component Lead
5	Once the budget is approved, share the itinerary with the Operations Officer, who confirms the HSWRA and Journey Management Plan are signed and decides on security approval.	Activity Owner	Operations Manager
6	Proceed with travel arrangements (accommodation and vehicle).	Operations / Fleet Officer & Senior Admin Officer	Operations Manager
7	Once arrangements are confirmed, inform the traveller and share the travel schedule.	Senior Admin Officer	Operations Manager
8	Confirm the traveller's safe arrival as per the schedule; if there are any issues, inform the Operations Manager immediately.	Operations / Fleet Officer	Operations Manager

4.6 Airport Arrival / Drop-Off

- All meet-and-greet arrangements are provided in the final email to international arrivals.
- The traveller communicates with the Senior Administrative Officer, who sends the car and driver details for pick-up / drop-off.
- Drivers wait at arrivals with a password. Travellers must verify the driver's name before boarding, as instructed by the Senior Administrative Officer.
- The Senior Administrative Officer ensures that a security and welcome briefing is provided within 24 hours of the traveller's arrival.

5.0 Journey and Vehicle Management

5.1 Vehicle Management

Lé Wi Lan vehicles are supplied as a working tool to support the delivery of organisational objectives. Vehicles must be used in the most cost-effective and safe manner.

Daily Vehicle Checks (POWER)

Drivers must check the vehicle every morning, and before long journeys, using the POWER acronym:

Letter	Check
P	Petrol / Diesel
O	Oil (and hydraulic fluid)
W	Water (radiator and screen wash)
E	Electrical (lights, horn, wipers, battery, electrolyte)
R	Rubber (tyres, belts, mountings, etc.)

The Fleet Officer must submit weekly vehicle inspection reports every Friday using the POWDERY Checks form. These reports are sent to the Operations Manager for approval and saved in SharePoint.

Seat Belts

Wearing seat belts is mandatory for all passengers in vehicles, and the driver is responsible for ensuring compliance. Drivers are empowered not to move until all passengers comply and must report any passenger who refuses. The driver will be held responsible for damages or liability resulting from non-compliance.

Security

Drivers must ensure that vehicle doors are always locked and all windows fully closed when the vehicle is not in use.

Driving Hours

Many road accidents are believed to be caused by driver fatigue. Drivers should not drive for more than four continuous hours without a break. At or before four hours of continuous driving, the driver must take a break of at least 30 minutes in a secure area. No night driving is permitted. Driving must not take place from 30 minutes before sunset to 30 minutes after sunrise.

Speed Limits

Lé Wi Lan drivers must always observe the speed limits set out by Sierra Leone law:

Road type	Speed limit
Within cities	30–50 km/h
Motorway	80 km/h
Highway	100 km/h

First Aid and Fire Extinguisher

All vehicles are fitted with a first-aid kit, which the Operations Officer must keep fully stocked, and a functioning fire extinguisher, which must always be within reach of the driver.

Use of Alcohol

Under no circumstances should a driver operate a Lē Wi Lan vehicle under the influence of alcohol or any prohibited substance.

Driver Responsibilities

- Drivers are responsible for maintaining the vehicle logbook, keys, fuel, and equipment such as the spare tyre, first-aid kit, emergency triangle, and fire extinguisher.
- Drivers must carry out an eye test from a qualified health practitioner on recruitment, submit the results to the Operations Officer, and renew the test annually.
- Drivers must hold a valid license for the category of vehicle driven; the Operations Officer checks license validity annually.
- Any loss of vehicle equipment (e.g. keys) is the driver's responsibility, and the driver must replace the item(s) or be surcharged.
- Drivers must apply all security devices when the vehicle is left unattended, leave no valuables visible, and keep the vehicle clean.
- Drivers must not answer mobile phones while driving unless hands-free and set to automatic answer; otherwise, they must pull over safely. Additional handsets must be silent while driving.

Driver Training

All drivers must be provided with defensive-driver training and bi-annual refresher training. All certificates are kept on file, along with any driving-safety transgressions.

Keys

When not in use, all vehicle keys (including spares) are kept in a safe. Responsibility for these keys lies with the Operations Officer.

Fuelling

Vehicles must be fuelled at recognised, reputable filling stations, and the fuel tank should never fall below the ¼-full mark. Fuel added must be recorded in the Travel Logbook.

5.2 Local Transportation

Local transportation refers to short-distance movements within the city or operational areas for official duties. All such travel must be pre-approved and follow safety and security procedures.

- All local movements are coordinated through the Operations Manager or Senior Administrative Officer to ensure vehicle availability and security oversight.
- Staff must not use personal vehicles or public transport for official duties unless expressly approved by the Operations Manager.
- Drivers must comply with safety standards, including daily POWER checks, proper Travel Logbook documentation, and adherence to speed limits and security procedures.
- Passengers must follow all safety rules, including the mandatory use of seat belts.
- Any incidents, delays, or security concerns during local movement must be reported to the Operations Manager immediately.
- When Lē Wi Lan vehicles are unavailable, staff may use approved taxis only with prior approval from the Operations Manager.

5.3 Disciplinary Action

Any contravention of this policy, the highway code, the Journey Management Plan, or safety regulations may result in disciplinary action against the driver, including warnings, suspension, and termination. The following offences will result in disciplinary action:

- Driving, or attempting to drive, under the influence of alcohol or prohibited substances (e.g. codeine, tramadol, marijuana, heroin, cocaine, and related drugs).
- Driving above the maximum speed limit, or below the required speed limit.
- Overloading a vehicle with passengers or cargo.
- Reckless driving.
- Driving without a valid driver's license.
- Hiring out or using a Lē Wi Lan vehicle for commercial purposes.
- Non-use of safety seat belts.

5.4 Vehicle Hire Process

Vehicle hire is arranged when Lē Wi Lan vehicles are unavailable or when travel requirements exceed the capacity of the internal fleet. All vehicle hires must follow approved procedures to ensure safety, value for money, and compliance.

Step	Action
1	Request and approval — Staff submit a request through the Operations Manager or Senior Administrative Officer, stating the purpose, dates, destination, and number of passengers. The Operations Manager must approve before any booking is made.
2	Vendor selection — Vehicles are hired only by pre-approved, vetted service providers who meet safety and insurance standards, with valid licenses, insurance, and roadworthiness.
3	Booking and confirmation — Once approved, the Senior Administrative Officer coordinates the booking. Confirmation details (driver name, vehicle type, plate number, and contact information) are shared with the traveller before departure.
4	Safety and compliance — Hired vehicles must meet safety standards (functional seat belts, fire extinguisher, first-aid kit). Drivers must follow travel safety rules, including speed limits, no night travel, and mandatory rest breaks. Travellers report safety concerns to the Operations Manager.
5	Documentation — Hired vehicles maintain a travel log capturing kilometres travelled, trip purpose, pick-up/drop-off times, and fuel usage. The Operations / Fleet Officer reviews logs after each assignment.
6	Billing and payment — Vendors submit invoices with trip records. The Operations Manager verifies the service before forwarding documents to Finance for processing.

6.0 Information Systems

6.1 Acceptable Use

All users of Lē Wi Lan's equipment, systems, and communications must adhere to the acceptable use policy.

- Personal use of equipment must be incidental, in the employee's own time, at no additional cost, and must not interfere with business requirements.
- Users must not download or distribute sexually explicit or offensive material, infringe third-party copyright or intellectual property, distribute defamatory, fraudulent, or harassing messages, or engage in any illegal or wrongful conduct.
- Music and video content must not be stored on organisation computers, for copyright reasons.
- Users who fail to adhere to the policy will face disciplinary action.
- Staff and consultants must take reasonable precautions against opening malicious emails, attachments, or links, and must report any such emails to IT Services.
- All Lē Wi Lan equipment provided to staff and consultants must be returned to the organisation on the last day of employment or contract.

6.2 Information Security

As a rule, Lē Wi Lan treats all information it handles as confidential. Any information, whether technical or commercial, is deemed confidential and must not be published or issued outside Lē Wi Lan without prior approval of the Executive Director or relevant senior director. This extends to partners and sub-consultants engaged on our projects, regardless of whether we are in the lead.

Executive Directors and other members of the SLT are accountable for assessing the risk to information security for the organisation, including undertaking the Information Security Risk Assessment.

6.3 Document Action App

Information is the lifeblood of Lē Wi Lan. The quality of information that flows across our teams is key to our success. To support this, we are investing in a series of templates, apps, and supporting resources that help us meet the required standards across all data environments. Two processes will be introduced:

- Visibility of the check-and-approve status of documents on SharePoint project sites.
- An Outgoing Information Register to help teams manage outgoing information (deliverables).

6.4 Hardware and Software Maintenance

Effective management of information and communication technology across offices and locations is essential to support smooth communication and efficient information sharing.

The Information Technology Manager has overall responsibility for the installation, maintenance, and support of computer and communication networks within the Lē Wi Lan office, including the delegation of these tasks where appropriate.

6.5 Internet Access

The Lē Wi Lan office provides internet access to support day-to-day work and use of shared networked devices.

- All desktops, laptops, printers, scanners, and photocopiers are connected through the office Wi-Fi system.
- Staff can access the shared networked photocopier, scanner, and printer through this connection.
- The Information Technology (IT) Manager provides internet access, or a subscribed internet dongle where needed, to all new staff and consultants on arrival.

6.6 Firewall and Virus Protection

All desktop computers, laptops, and servers are protected by antivirus software with real-time scanning always enabled.

- The IT Manager is responsible for ensuring that antivirus protection on all staff laptops is functioning correctly and kept up to date.
- Staff must contact the IT Service Desk if they experience any antivirus-related issues.
- Staff must not install antivirus software on their assigned laptops unless authorised by IT.

6.7 IT Support

IT support requests and enquiries must be submitted by email to the IT Team.

Once a request has been raised, the IT Team will work with the requester to diagnose the laptop and resolve the identified issue.

A unique reference number will be generated and sent to the requester by email. This number should be quoted in all correspondence so that the IT analyst can track the request efficiently.

6.8 SharePoint

All Lē Wi Lan staff have access to the SharePoint site, which serves as the primary repository for entity-related documents.

All relevant documents must be stored in the appropriate SharePoint folder. Staff are also encouraged to back up their “My Documents” folders to their individual OneDrive accounts.

SharePoint permissions are managed by the Operations Manager.

6.9 Email

All Lē Wi Lan staff are assigned an email address on joining, usually in the format “preferred name.surname@lwsl.org” Staff must check their email regularly to avoid missing important information. A standalone PC is available for staff whose roles do not require assigned IT equipment.

- Consultants may be given a temporary email account with approval from the relevant SLT members, who will instruct the IT Manager to set it up.
- Temporary email accounts are valid for six months and must be monitored and extended only where still required.
- Email accounts are managed through Microsoft Outlook to support archiving and calendar integration.
- Staff should use an email signature that includes their name, position, and contact details. Any related queries should be directed to the Operations Manager.

6.10 MS Teams

Staff are encouraged to use MS Teams to communicate with one another. Teams' calls are free within the region and internationally. However, calls to mobile numbers must be requested through, and assigned by, line managers.

6.11 Mobile Communications

Airtime is provided to staff monthly, with individual allocations determined by role.

Social media and messaging platforms, such as WhatsApp, may be used for brief and informal communication. However, they are not official communication channels and must not be used for record-keeping.

6.12 ICT Equipment Management

ICT Equipment Management is part of Lē Wi Lan's wider ICT governance framework and links directly to the requirements on hardware and software maintenance (6.4), internet access (6.5), and firewall and virus protection (6.6). It ensures that all ICT assets including laptops, desktops, printers, scanners, and communication devices are managed securely and effectively.

- Properly managed and issued in a controlled and accountable manner
- Tracked and supported throughout their use
- Maintained to ensure functionality, reliability, and security

6.13 System Access and User Management

This subsection sets out the controls that ensure only authorised individuals can access Lē Wi Lan systems, data, and communication channels.

- Access rights are controlled and granted by the IT/Operations Manager.
- All system users, including staff and consultants, must use authorised credentials.
- Temporary email accounts for consultants must be managed and monitored appropriately.
- Permissions for SharePoint and other systems are centrally controlled.

These controls support cybersecurity, protect data integrity, and strengthen identity and permissions management in line with organisational policies.

6.14 Data Protection and Privacy

This subsection sets out Lē Wi Lan's legal and organisational responsibilities for protecting data and maintaining privacy standards. It provides the framework to:

- Protect personal and sensitive data
- Prevent misuse, loss, or unauthorised disclosure
- Ensure compliance with relevant data protection and privacy requirements
- Maintain secure storage, access, and handling of digital information

Together with Acceptable Use (6.1), Information Security (6.2), and System Access and User Management (6.13), this subsection forms part of Lē Wi Lan's wider information governance framework.

7.0 Procurement

7.1 Procurement Plan

The Procurement Plan is a key management tool that ensures all goods, services, and works required by the entity are procured in a timely, transparent, and cost-effective manner. It sets out what will be procured, when, the procurement method to be used, and the responsible people involved.

7.2 Procurement Compliance

The procurement guidelines must be consulted for the procurement of all goods and services within Lē Wi Lan. All staff who procure goods or services **MUST** comply with the procurement rules. Non-compliance exposes the organisation and our clients to risk and unfavourable attention; cases of non-compliance are taken seriously and must be reported to the Executive Director.

7.3 Process Owner

The Operations Manager owns the overall procurement process for Lē Wi Lan, assisted by the Senior Operations Officer. The Operations Manager serves as the secretary to the Procurement Committee, which coordinates the implementation of the procurement manual under the leadership of the Lē Wi Lan SLT.

Note: Detailed procurement procedures including value for money, ethical guidance, the approved suppliers list, single sourcing, purchase orders, due diligence, and procurement communications are maintained in the separate Procurement Policy, which should be read alongside this manual.

8.0 Store Management

Lé Wi Lan's store-management procedures ensure that all materials, supplies, and equipment are received, stored, issued, and accounted for in a safe, transparent, and well-controlled manner. These procedures support efficient delivery, reduce losses, and ensure full compliance with donor and organisational requirements.

8.1 Inventory Control

Effective inventory control ensures that all assets and consumables are accurately tracked and safeguarded.

- A Centralised Inventory Register must be maintained on SharePoint and updated continuously.
- All items must have clear descriptions, quantities, serial numbers (where applicable), condition status, and storage location.
- The Store Officer must conduct weekly inventory spot-checks, monthly physical inventory counts, and annual comprehensive stock audits.
- Stock discrepancies must be reported immediately to the Operations Manager using the Stock Variance Report.
- Obsolete, damaged, or expired items must be documented and handled according to the Asset Disposal Procedure.

8.2 Stock Receiving Procedures

All goods delivered must undergo a formal receiving process to verify quality, accuracy, and compliance.

Step	Action
1	On arrival, goods are received by the Store Officer and checked against the Purchase Order (PO), Delivery Note, and Invoice.
2	Verification covers quantity, quality and condition, and specifications against the PO.
3	Any damaged or incorrect items are documented in a Goods Received Discrepancy Form and reported to the Operations Manager within 24 hours.
4	Once verified, the Store Officer completes the Goods Received Note (GRN) and updates the Inventory Register.
5	All supporting documents are uploaded to SharePoint under Store Management → Receiving Records .

8.3 Storage and Security Measures

Lé Wi Lan maintains strict storage and security protocols to safeguard all materials, equipment, and consumables from loss, misuse, or deterioration.

- Storage areas must be clean, dry, well ventilated, and arranged for safe, easy access.
- Items must be stored on shelves, pallets, or racks never directly on the floor.
- Stock must be categorised and clearly labelled (e.g. stationery, ICT equipment, PPE, consumables, tools).
- High-value or sensitive items must be secured in lockable cabinets or a restricted-access storeroom.
- Access to the store is limited to the Operations Manager, Store Officer, and authorised administrative staff.

- A Store Access Log must be maintained and updated every time someone enters or exits the store.
- Fire extinguishers and safety signage must be installed near the store and checked regularly.
- Hazardous materials (e.g. fuel, batteries) must be stored separately in approved containers, away from ignition sources.
- Stock must be rotated using the First-In, First-Out (FIFO) method to prevent expiry or deterioration.
- The Store Officer must conduct weekly checks and monthly inspections to identify damaged goods, pest issues, leaks, missing stock, and safety concerns.
- Any discrepancies or security issues must be reported to the Operations Manager immediately.

8.4 Issuance and Distribution Procedures

Lē Wi Lan ensures that all items issued from the store are properly authorised, documented, and tracked.

Step	Action
1	Staff requesting items complete a Store Requisition Form (SRF), approved by their Line Manager or authorised personnel.
2	The Store Officer verifies stock availability and the accuracy of the request.
3	Approved items are issued to the requested staff.
4	The recipient signs the Stock Issuance Register confirming receipt.
5	The Store Officer updates the Inventory Register immediately after each issuance.
6	For field distribution or activities, supporting documentation includes Delivery Notes, Distribution Lists, and beneficiary acknowledgement (where relevant).

- Items not returned after temporary use must be followed up and escalated to the Operations Manager.
- Any unplanned issuance or discrepancies must be documented and reported.

8.5 Record-Keeping Requirements

Proper documentation is essential for transparency, compliance, auditing, and operational efficiency. The following records must be created, updated, and maintained:

- Inventory Register; Goods Received Notes (GRN); Store Access Log
- Store Requisition Forms (SRF); Stock Issuance Register; Stock Variance Reports
- Delivery Notes and Distribution Lists; disposal / write-off documentation
- Monthly stock reports submitted to the Operations Manager

Record Storage and Retention

- All documents must be digitised and uploaded to SharePoint under Store Management.
- Hard copies must be stored securely in labelled files.
- Records must be retained for a minimum of five years, or longer if required by donor policy.
- The Store Officer and Operations Manager share responsibility for ensuring documents are complete, accurate, and up to date.

9.0 Asset Management

9.1 Asset Allocation Procedures

Asset allocation ensures that all organisational and project-related assets are issued, tracked, and returned in a controlled and accountable manner, in line with Lē Wi Lan's asset-management responsibilities and donor expectations. Assets purchased for Lē Wi Lan must be tagged and registered in the Asset Register.

9.2 Categories of Fixed Assets

All assets purchased by Lē Wi Lan must be tagged and registered on the asset register. Assets purchased for the purposes of a project are the property of the relevant client; upon completion, the items remain the client's property, and the client determines which assets should be written off and how they should be disposed of.

The Operations Manager is the main point of contact for inventory and asset management and oversees the implementation of asset-management policies. The Operations Manager maintains a logbook of "moving assets" (e.g. keys, phones, laptops, speakers), recording handover and return so that users retain responsibility for an asset while it is in their possession and release it when they sign it back.

9.3 Asset Identification Number

All fixed assets bear identification numbers printed boldly on them, in numerical sequence, with codes referring to the asset class and office location. Codes begin with the organisation and client (if applicable), followed by:

- A three-letter location identity code
- The asset-class code
- Three digits for the numerical sequence

For example: LWL/PROJ/FURN/001. Where items have a serial or registration number (e.g. motor vehicles), this serves as the asset identification number.

9.4 Asset and Inventory Register

The Operations Manager maintains the Asset and Inventory Register. The Finance Manager carries out a periodic verification of fixed assets and inventories in all Lē Wi Lan offices, reviewing the physical existence of assets and the completeness of the register. Client-owned items controlled by us are recorded in a separate section at nil book value.

The Fixed Asset Register should contain the following details for each asset (not necessarily in this order):

- Date of purchase; description; cost; location; asset number
- Responsible official or user; state (condition); depreciation rate; owner (organisation or client)

It is essential that the physical location of assets is updated regularly to allow auditors to verify assets at any time.

9.5 Insurance of Assets

For assets belonging to a client, the client may stipulate insurance requirements (e.g. donor guidelines may require only insurance that are mandatory by law, such as vehicle insurance).

9.6 Disposal / Sale of Assets

As part of year-end inventory verification, a list of assets to be disposed of is compiled, indicating the condition, location, and residual value. For assets belonging to a client, disposal follows the client's disposal policy.

10.0 Workshop Catering and Hotel Management

10.1 Planning and Preparation

Proper planning is essential for the smooth delivery of events, cost control, and timely coordination across the entity, operations, and finance teams.

Needs Assessment

The requesting department identifies the purpose, expected number of participants, duration, and logistical needs. Requirements venue size, catering, equipment, security, accessibility, and accommodation (if applicable) must be defined before contacting vendors.

Budget Review

A detailed budget is prepared from the needs assessment, including venue hire, catering, accommodation, transportation, materials, and related costs. The Operations Manager reviews it for compliance and value for money, and final approval is provided by the Executive Director and designated SLT before commitments are made.

Venue Selection Criteria

- Adequate space for participants, with appropriate seating and ventilation
- Availability of required equipment (projectors, sound systems, stationery, power supply)
- Safety, cleanliness, accessibility, and a secure environment
- Proximity to participants and transport links
- Cost competitiveness and reliable vendor performance
- Compliance with procurement procedures for obtaining quotations

Catering Vendor Selection

Catering is sourced from approved, vetted vendors where possible. Vendors should demonstrate good food hygiene, quality assurance, consistent delivery, and the ability to meet dietary needs. Quotations must be obtained and evaluated in line with procurement requirements, and selected vendors must deliver according to agreed menus and timelines.

Approved Rate for Catering

Catering rates must be approved through procurement processes to ensure value for money and fairness, avoid overspending, and ensure consistency across workshops regardless of region or vendor. Staff must check that quotations align with the approved rates before selecting a vendor.

Service Delivery Standards

Minimum quality expectations for catering vendors include timeliness and reliability of service, food hygiene and safety, adequate quantity per participant, proper serving arrangements (buffet, packed meals, refreshments), and cleanliness of utensils and serving areas.

Quality Assurance and Feedback

After each event, Lē Wi Lan monitors vendor performance and gathers participant feedback using feedback forms, checklists, or debriefing notes; documents issues (late delivery, poor hygiene, insufficient food); escalates serious concerns to the Operations Manager; and uses feedback to inform future procurement decisions.

10.2 Hotel Accommodation Management

This subsection governs how hotels are selected, booked, managed, and paid for, ensuring safe, cost-effective accommodation for staff, consultants, and workshop participants.

Hotel Selection and Contracting

- Safety and security of the facility
- Proximity to the event or field sites
- Room quality and cleanliness
- Availability of internet, power, and workspace
- Reasonable and competitive pricing
- Compliance with procurement rules (quotations, vendor vetting, approvals)

Room Reservation Procedures

- Who initiates the reservation (Operations Manager / Admin)
- What information must be provided (dates, names, room types, payment model)
- Reservations must be confirmed by writing (email or official booking form)
- Accurate rooming lists must be maintained

Billing and Reconciliation

- Matching invoices to approved budgets
- Ensuring charges align with negotiated rates
- Cross-checking no-shows, extra nights, or unapproved costs
- Keeping all documentation (invoice, rooming list, approval emails) on SharePoint

Cost Tracking and Approval

- The Operations Manager or Budget Holder verifies the total cost
- Costs must align with event budgets (see 10.1, Budget Review)
- Any changes must be justified and approved in advance

Vendor Payments and Reconciliation

- All payments follow procurement and finance procedures
- Supporting documents are attached (POs, invoices, attendance lists, approvals)
- Finance receives clean, audit-ready files
- Any discrepancies discovered post-payment are documented and followed up

11.0 Fleet Management

This chapter covers everything required to manage Le Wi Lan's transport assets safely, efficiently, and in compliance with organisational rules including daily vehicle checks, driving hours and speed limits, security requirements, maintenance authorizations, fuel management, and documentation. It complements the operational driving rules in Section 5.0.

11.1 Vehicle Management

Fuelling

- Fuel must be bought from recognised filling stations.
- The fuel level must never fall below ¼ tank.
- All fuel added must be recorded in the travel logbook.
- Receipts must be retained for reimbursement.

Repair and Maintenance

- No maintenance occurs without the Operations Manager's approval.
- Vehicles are serviced at mileage milestones of 5,000 km (preventive) and 10,000 km (major servicing).
- Approved garages must be used.
- Maintenance reports must be completed and filed.

GPS Tracker

Le Wi Lan vehicles must be fitted with GPS units to support route tracking, driver accountability, security oversight, and cross-checking with logbooks, as part of broader fleet monitoring and compliance.

License and Insurance

- Drivers must hold valid licences, verified annually by the Operations Manager.
- All vehicles must carry comprehensive insurance, managed centrally by the Operations / Fleet Officer.

11.2 Motorcycle Management

This subsection mirrors vehicle management but applies to Le Wi Lan-owned motorcycles, often used for field work in remote areas.

Fuelling

- Reputable filling stations only
- Documentation of fuel usage
- Receipts retained for verification

Repair and Maintenance

- Preventive maintenance and authorised repairs only
- Approved technicians
- Proper documentation

GPS Tracker

Motorcycles, like vehicles, must be supported with GPS for safety tracking, route and usage monitoring, and verification of trip records particularly important given remote travel risks.

License and Insurance

- Riders must hold valid riding licenses
- Confirmed annual verification
- Motorcycles must be insured under Lē Wi Lan policies

Personal Protective Equipment

PPE is especially critical for motorcycle users and must meet European safety standards. It includes helmets, eye protection, protective footwear, gloves, and high-visibility clothing, and must be provided whenever tasks involve risk.

12.0 Appendices

The following appendices support the procedures in this manual. The master copies of all forms and templates are held on SharePoint by the Operations Manager.

12.1 Appendix A – Templates and Forms

- Office Key Log; Visitors' Book
- Office Monthly Inspection Checklist; Fire Risk Assessment
- Incident / Positive Intervention Report template
- Health, Safety and Wellbeing Risk Assessment (HSWRA); Travel HSWRA
- Journey Management Plan; Non-Staff Travel Pre-Booking Approval e-Form
- Travel Logbook; POWDERY Weekly Vehicle Inspection form
- Generator Logbook; Generator Incident Report Form
- Purchase Order (PO); Goods Received Note (GRN); Goods Received Discrepancy Form
- Store Requisition Form (SRF); Stock Issuance Register; Stock Variance Report
- Asset and Inventory Register

12.2 Appendix B – Checklists

- Daily Vehicle Check (POWER)
- Weekly Vehicle Inspection (POWDERY)
- Monthly Office Inspection Checklist
- Generator Start-Up and Shutdown Checklist
- Stock Receiving and Issuance Checklist

12.3 Appendix C – Definitions and Acronyms

A full list of acronyms and abbreviations used in this manual is provided at the front, under "Acronyms and Abbreviations."

12.4 Appendix D – Workflows and Process Maps

[To be completed] This appendix will hold the consolidated workflow diagrams, for, example the Domestic Travel Approval flow (Section 4.5), the Vehicle Hire process (Section 5.4), and the Stock Receiving and Issuance flows (Sections 8.2 and 8.4) presented as process maps for quick reference.

