



ASSET MANAGEMENT POLICY

Revised on 15th September
2023

Chapter one

I. Introduction, Definition

Given the high values of supplies and equipment handled by Warrior Squad Foundation (WSF), a formal document procedure must exist to effectively manage these items. Systems and processes must be put in place to record and monitor the location and use of supplies and equipment to meet the needs of Programme management, Donors, and Auditors.

- These guidelines contain the minimum requirements of an asset management procedure and associated documentation.
- They are consistent with the WSF Finance Manual
- The Programme Coordinator/Director WSF is overall responsible for the asset management process, ensuring that all asset management documentation is prepared and maintaining a centrally Fixed Asset Register for the program.
- The responsibility for day-to-day asset management has been delegated to the logistics section to ensure that asset management is carried out accordingly, documented, and communicated to other personnel within the program.

Whilst it is intended that most of the asset documentation be standardized as much as possible across all WSF programs, individual programs may have additional donor requirements and all legal requirements that also need to be adhered to.

Therefore, the substance of these documents may be enhanced as long as the basic standards are maintained and the overall format remains substantially similar.

I.1. Definition of Fixed Assets

Warrior Squad Foundation defines Fixed Assets as all movable and immovable property with a useful life of more than one year or with a value greater than US\$ 900,000/=.

Fixed Assets include items and equipment such as vehicles, motorbikes, communication equipment, computers, tools, and furniture.

Bundles of similar assets with a combined value greater than Ugsh 900,000/= would also be included.

All fixed assets should be identified and recorded in the Fixed Asset Register.

The Fixed Asset Register provides a means of managing the acquisition, disposal, and transfer of valuable property.

It is important that assets are physically checked against the register on a regular basis and at least annually.

Each asset recorded in the fixed asset register should be given a unique Warrior Squad Foundation Asset number.

1.2 Lower Value assets (consumable)

For lower values assets (consumables) where there is sufficient quantity, it is recommended that a rerecord be kept, but this doesn't need to form an integral part of the fixed asset register.

They may instead be kept on an equipment or consumable inventory that states basic details such as description, value, donor, and location.

1.3 Fixed Asset Register

The purpose of the register is to provide a centralized means of managing the acquisitions, disposal, and transfer of valuable property.

A register in Excel format and associated guidelines in Word format are attached to these guidelines

1.4 Fixed asset management documentation

The documents provide tools for;

1. initial registration of a fixed asset
2. The tracking of assets between project locations
3. the disposal of assets either by sale, scraps, or transfers to partners, government, etc

The documents included are;

a) Fixed Assets ID card

This must be completed for each asset purchased or received by the program, and it shows basic details about the asset. An asset number should be issued from the asset register and recorded on the ID card (see the fixed asset register guideline for details about the asset number)

The assets must be marked or tagged with the WSF asset number

b) Fixed Asset Repair Form.

To be used if the asset subsequently requires maintenance or repairs

c) Fixed Asset Donation Certificate

All supplies and equipment given to any authorities or organizations should be recorded as a donation by the Warrior Squad Foundation

A donation certificate must be completed for any asset disposed off as a donation.

d) Fixed Asset Transfer Form

It is essential that the current locations of all assets be known. This form should be used to record the movement of assets between locations with a program..

Fixed Asset Theft /Damage Report

Fixed asset disposal form

I.5 Asset Disposal

Asset Disposal is the process of scraping or selling a fixed asset or a package of fixed assets that are no longer required. This may occur when the asset no longer works, is no longer required, or is replaced by a new technology or process. Authority to dispose of the asset must be obtained from the WSF Director/Coordinator

A fixed asset disposal form must be completed, which will indicate whether the asset is to be scrapped or sold. It is imperative that any donor requirement is considered before disposing of an asset and that the disposal method is transparent and documented.

All assets that have been approved for scrapping should be returned and held in a central location until the physical destruction can take place.

I.6 Author's Note

It is intended that this document be kept current and reflect best practices. Should you have any comments or suggestions, please address them at first instance to the Logistic manager/Director/Coordinator.

Chapter Two

2.0 operation guidelines – fixed assets.

2.1 Overall responsibility and accountability.

A key responsibility of the director WSF / coordinator is the management control and protection of the organization's assets, though much of the day-to-day recording, monitoring, and control functions are handled by an appointed officer in charge.

2.2 delegation of authority.

The responsibility of day-to-day asset management has been delegated to the operation department/logistics section to ensure that all required assets management procedures and guidelines are followed and that all assets are documented accordingly and communicated to the director WSF / coordinator and the department within the program.

2.3 officers in charge.

The warehouse /asset officer (based in Kotido WSF) is the responsible and accountable staff member to coordinates and practically carries out the day-to-day management of all WSF assets and establishes and regularly maintains the fixed asset register by compiling all WSF asset registers and keeping it updated at any time.

The logistics officer (WSF)

- Are responsible for establishing a branch-level fixed asset register based on these guidelines and assisting the warehouse/asset officer by regularly updating and reporting all asset movements.

Other staff (district office level)

- At office locations with no logistics officers in place, the district manager is responsible for appointing a staff member to handle the day-to-day asset management tasks at the location and to assist the regional logistics officer by providing the required information and reports in a timely and accurate manner.

2.4 Key issues concerning fixed assets

- Documentation
- Security
- Quality control

2.5 Definition of Fixed Assets

Fixed assets are any piece of equipment that will be used by a program over a period of one year or with a value greater than UGsh 900,000/=

Asset registers must be established and maintained in WSF offices and copies sent to the Head office whenever of asset takes place.

2.6 Documentation

All asset purchases will be recorded on vouchers as part of the standard purchasing system. In addition, however, all purchases for items that will be used by the program over a period exceeding a year or with a value greater than Ugsh 900,000/= and subsequent disposal should be recorded in the fixed register.

The establishment and maintenance of the WSF fixed asset register is the responsibility warehouse/asset officer.

2.7 Asset register (shall include information on);

- Buildings and property both purchased and leased
- Vehicles and other modes of transport
- Computers and other IT equipment
- Communication equipment (HF, VHF radio equipment, phones)
- Furniture and any other equipment (above Ugsh 900,000/= original purchase price).

The register should show (as a minimum set by WSF) the following;

- if a donor specifies any additional for item it will purchase, then this shall be adhered to in addition to those instructed by WSF
 - asset number
 - date purchased
 - cost
 - funding source

- detailed description
- location
- date disposed reason for disposal
- disposal authorization

Asset numbers should be sequential, i.e. the next number in the register.

These numbers should be shown on the assets so that it can be recognized.

Assets that are disposed of, sold, damaged, etc, should be marked in the asset register.

This should be authorized by the Director/Coordinator WSF, as he or she should be aware of why assets are damaged, lost, or stolen, etc.

2.8 Asset Security

There should be asset control procedures in place in all WSF locations

These procedures shall ensure that;

- A responsibility for each asset is assigned to a manager/Coordinator
- all additions and disposals and identified
- All repairs and asset maintenance are identified
- There is a physical security for all assets
- periodic checks as the existence condition and legal title to assets are made

2.8.1 All properties should be prominently marked as WSF to discourage theft. In addition, where required by a donor asset must be marked to acknowledge donor support/donor title.

Assets of significant value should have a hidden mark or tag so that, in the event of theft, they can easily be recognized if found. Valuable, portable (can easily be carried away) items, e.g., projectors, cameras, portable PCs, etc., must be locked away at night in a secure place.

2.8.2 The asset register should at least be checked once a year.,

Though every six months is recommended to ensure that it is accurate. Checks should be made from the register to ensure that all the assets exist and are in working order.

Where assets cannot be located or no longer work, then this is reflected in the register, date, and explanation.

Where assets have been lost, then the management should consider whether the matter should be pursued or additional security measures taken. An authorizing signature should be obtained in the register to evidence that the disposal/write-off is acceptable.

2.8.3 Key assets should be insured

Many offices are underinsured, often covering motor vehicles. Should an office be affected by fire, for example, replacement of office content is likely to be considerable.

If insurance cover is taken out, then it is likely that insurance will insist that certain security precautions be taken. If this is the case, then all staff should be aware of this regulation, as in the event of a claim, if the regulation has not been followed, the insurer may refuse to pay for example, all vehicles might need to be held within a secure compound at night. The condition should be built into the office procedures so that we do not invalidate the insurance.

All insurance matters are to be communicated and coordinated through the head office

2.9 Asset Quality Control

Assets should be fit for their use.

Efforts should be made to ensure that assets have as long a useful life as possible.

This would include;

- *Purchase controls:* only goods of acceptable quality should be purchased. Certain goods should be covered by the manufacturer's or retailer's warranty, so that if they fail in the first year, then they can be repaired at the manufacturer's or retailer's expense. In certain instances, it might be worth stipulating certain brands or certain suppliers (subject to quotation procedures) to ensure that reputable brands are purchased.
- *Protection:* Assets should be housed appropriately, e.g. dust covers over PCs not in use, Vehicles under cover where necessary, etc
- *Maintenance:* assets should be regularly maintained so that they are in good working order, e.g. vehicles should be serviced regularly

2.10 Purchase/Leasing Authority levels and procedures for fixed assets (please refer to WSF procurement Manual)

2.11 Asset Disposal

Where donors have funded assets (either totally or partly) then their disposal arrangements and procedures should be detailed in the contract

If there is no specific mention in the contract, then disposal arrangements should be discussed and procedures obtained in writing.

Where Donors do not specify disposal procedures or where an asset is totally funded by WSF funds, the Director/Coordinator WSF is the sole authorized manager to approve any asset disposal.

2.11.1 Asset valuation

WSF, in principle, depreciates all items (exclusive capital items as Vehicles, etc) to zero at the date of receipt. All disposals should be eager to receive the best price for disposal. Methods of evaluation may vary depending on the nature and age of the asset, and the availability of market prices.

Methods, and might include

1. costless depreciation; this method considers how many years an asset is expected to be used by the fund, and each year, a proportion of the original costs will be deducted to reach a depreciated value. In a simple example, an asset that costs UGsh 1 million and is expected to last for five years will have a depreciated value of UGsh 1,000,000/= -1,000,000/= over five years, which is equal to UGsh 800,000/= at the end of the first year of use UGsh 600,000/=, at the end of the second year etc.
2. Advertisement; where there is a second-hand market e.g. for electrical equipment etc. then the press advertisement may indicate a fair price.
3. Public auction; shall always be used where assets have a relatively high monetary and institutional value as vehicles etc.

2.11.2 Disposal methods

When choosing a disposal method, the following should be taken into account;

1. Is the disposal method transparent i.e. can WSF prove that it received a fair market price for the asset?

2. Are there any legal restrictions on how an asset may be sold?
3. Are there any restrictions on who an asset may be sold
4. Will a sale result in any charges (e.g., import duty or taxes waived when an asset was brought into the country) to the buyer?

If this is the case, then this must be made clear to any prospective buyers before any agreement is made, and any contract should clearly show that the purchaser is responsible for any charges arising on transfer.

The process of disposal, e.g., auction, advertised sales, etc, should be documented in the asset register. If assets are sold to staff connected in any way with WSF, then this should be documented by the Director/Coordinator WSF, justifying the value of the asset. The asset must be sold at the identified market value to show that WSF obtained the best possible price.

- **Sales to staff should not be the norm and should not be seen as a bonus or entitlement**

2.11.3 Documentation of Asset Disposal

For assets of significant value, a full legal contract should be drawn up, though for lower-value items, a letter of agreement is sufficient.

Where necessary, legal advice is sought to ensure that the legal ownership is transferred according to local legislation

In either case, as a minimum, the documentation could be;

- signed by the delegated representative of each organization
- signed by a third-party independent witness
- full description of the asset
- details of both organizations
- main conditions of the transfer, including clear descriptions of any obligation WSF might have after the sale, stating clearly any limitations and at what point they end
- If necessary, any technical certification to confirm that the asset, e.g. a generator, is in working order

Chapter three

3. Asset Register Guidelines

3.1 Introduction

It is essential for equipment management, as well as insurance and donor information, that Warrior Squad Foundation is able to provide up-to-date information on the way about and value of all its assets.

The overall management responsibility and accountability for the WSF register lies with the Director/coordinator of WSF.

The accuracy of the asset register list shall be monitored and checked periodically by the Director of Finance and Administration.

The key points are;

- The asset register is held on Excel
- The value of assets is set at Ugsh 900,000/=. All items with a value of over Ugsh 900,000/= must be recorded on the asset register
- However, it is recommended that all items of communication equipment with a value above Ugsh 200,000/= be recorded; for example, VHF handset radios, cell phones, etc, may have a value which is less than Ugsh 900,000/= but many together add up to a considerable monetary asset.
- All items have to be given a single line. For example, 12 radios should appear on 12 lines rather than one line saying quantity 12.
- The asset register should be maintained on a regular basis and be updated when a new asset is received, transferred, repaired, stolen, or disposed of.
- Assets are assigned a unique WSF asset number. This number must be marked or tagged onto the asset.

3.2 Completing the asset register

Column 1a-1d WSF ASSET NUMBER

This ID number will be the unique WSF asset number assigned by the warehouse/assistant officer who maintains the asset registers. In order to ensure a WSF standard of the asset number, the number format should be as follows;

WSF/02/001/06

= WSF/ Vehicle/Asset No.001/year2006

Digit 1&2 = Location Number
(Please see location numbers below)

Digit 3&4 = Indicates the asset type/category.
(Please see categories below)

Digit 5,6,7 = The sequential asset number for the country programme

Digit 8&9 = the year of purchase or receipt

Once the WSF asset number is assigned, the numbers should never be changed

For example, if the asset is transferred/donated to another location, the 'sending' location's asset register list will note in the STATUS column (6) that the asset was transferred/donated.

The date of transfer/donation will appear in the DISPOSAL, TRANSFER column (13), and the new location will be recorded in column 14.

WSF asset number will remain the same and shall not be transferred to another asset.

The receiving location (WSF) takes on the given asset number and changes only the location code (digits 1&2) on receipt of the asset.

3.2.1 WSF asset type/categories (3rd & 4th digits of WSF asset number):

1. Buildings and property
2. vehicles, motorcycles, and other modes of transport
3. communication equipment
4. computers and peripherals/ computer equipment (including software and Hardware)
5. other technical equipment (Generators, solar power units, etc)
6. office furniture and equipment
7. residence furniture and equipment
8. Miscellaneous

Please see Attachment I for further guidance and examples.

3.2.2 Column 2 ITEM

This column refers to the type of item, for example, Laptop, Desktop, Generator, HF-based station, 4WD vehicles, Motorbike, or track.

Be sure to complete column 2 in detail to avoid any ambiguity.

3.2.3 Column 3 MAKE

This column refers to the name/brand of the manufacturer for example, Toyota, Nissan, Lister Peter, Dell, Panasonic, etc

3.2.4 Column 4 MODEL

This column refers to the model code of the manufacturer for example: HZj78R-RJMRS for a Toyota Land Cruiser, 13-seater version

Please ensure that the model code is always correct and complete.

3.2.5 Column 5 SERIAL NUMBER

This column refers to the serial number of assets fro example:

For vehicles please the chassis number

For buildings, please use the plot number

Please ensure that the serial number is always correct and complete

3.2.6 Column 6 STATUS

This column refers to the technical status of the asset; the following Items should be used:

Good	=	good working status
Fair	=	fair working status
Poor	=	poor working status
UR	=	under repair
VOR	=	Vehicle off-road (for vehicles, motorbikes only)
TBD	=	To be disposed
TBT	=	To be transferred to partner, etc
Transferred	=	Asset transferred, donated, etc

Disposed = Asset disposed, sold, etc

3.2.7 Column 7&8 PURCHASE COSTS

There are two columns for the purchase costs

Column 7 = in Ugandan shillings

Column 8 = in US dollars

Please use only the column applicable

For example:

If the asset has been purchased in Uganda shillings, please use Column 7

If the asset has been purchased and paid in US dollars, please use column 8

3.2.8 Column 9 PURCHASE REQUEST NUMBER

This column refers to the number of the original purchase request for the asset

This number must always be stated as it is the reference number for all tracking and sourcing requests, or reporting, auditing, etc

3.2.9 Column 10 PURCHASE DATE

This column references the original purchase date of the asset

This date must always be stated as it is another reference made for all tracking and sourcing Requests for reporting, auditing, etc. In case the asset was donated in kind, NO purchase date should be mentioned.

3.2.11 FUNDING SOURCE CODE

This will be the 3-digit code (financial coding) that identifies the source of the funds used to purchase the asset. This code must always be stated, as it is another important reference link for all tracking and sourcing requests for reporting, auditing, etc.

3.2.12 Column DONOR NAME

This column refers to the name of the donor

Please use the standard abbreviations, for example, USAID, UNDP, UNICEF, DFID, IRISH AID, DANIDA, OXFAM GB, etc.

3.2.13 Columns 13 & 14 DISPOSAL, TRANSFER

If an asset is disposed of, stolen, donated, or transferred, etc, the details of its disposal should be recorded in these columns

- Column 13 records the date of disposal
- Column 14 records the reason for disposal.

In case of transfer or donation, please indicate the recipient and the new location.

All transfers of assets from one location to another location within a country must be recorded in the asset transfer form.

A copy of the asset transfer forms should accompany the asset being transferred

The receiving location must complete and return a copy to the sending location.

IMPORTANT

Never remove recorded assets from the asset register list

The disposed asset shall be archived within the existing asset register and must be kept minimum of 5 years on the register

All transfers of assets from one location to another location within programmes should be recorded on the asset transfer form.

A copy of the asset transfer form should accompany the asset being transferred.

The receiving location of the programme must complete and return a copy to the sending location.

3.2.14 Asset Disposal

If an asset is to be donated, sold, or transferred to another programme, then an asset disposal form should be filled in, giving the asset's details and the reason for its disposal.

Approval to dispose of an asset must be obtained from the Director/Coordinator WSF.

All asset disposal forms should be kept in the asset disposal register.

All transfers of assets to another location within the country as well as across- borders should be recorded on this form and under reason for disposal, the name of the receiving programme should be given.

A copy of the asset disposal form should accompany the asset being transferred.

The receiving programme must be complete and return a copy to the sending programme as confirmation of receipt.

Appendices

- Appendix A: Fixed Asset ID card
- Appendix B: Fixed Asset Register form
- Appendix C: Fixed Asset Donation Certificate
- Appendix D: Fixed Asset Transfer Form
- Appendix E: Fixed Asset Theft/Damage Report
- Appendix F: Fixed Asset Disposal Form
- Appendix G: Hard Copy of the Asset Register.

WARRIOR SQUAD FOUNDATION

ASSET IDENTIFICATION CARD

LOCATION: _____ ARTICLE _____ DESCRIPTION _____ MAKE / BRAND: _____ MODEL: _____ YEAR; _____ SERIAL NO; _____ (OTHER NO): _____ REMARKS: _____	WSF ASSET NO: _____ TECHNICAL INFORMATION _____ _____ CONSUMABLES: _____ _____ DOCUMENTATION: _____ _____ _____ _____ _____
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PURCHASE
DETAILS

PR NO:		
INVOICE NO:		
BUDGET:		
PAYMENT DATE:		
FRIEGHT NO:		

SUPPLIER		
VALUE		
OWNER		
ARRIVAL DATE		

DATE	GEOGRAPHIC REMAKS	SPECIFIC LOCATION	RESPONSIBLE PERSON

ASSET REPAIR FORM

LOCATION: _____ WSF ASSET NO: _____
 ITEM: _____ DATE: _____

PROBLEM / DESCRIPTION
 OF MALFUNCTION

RETURN TO
NAME _____ SIGNED _____

FOLLOW UP RECORD	
ACTION	DATE
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

REPAIRED AND
RETURNED ON _____

CERTIFICATE OF DONATION

This is to certify the donation of WSF Asset

From Warrior Squad Foundation to: _____

Waybill Number _____

Description of items: _____

WSF Asset Number _____

Value of donation _____

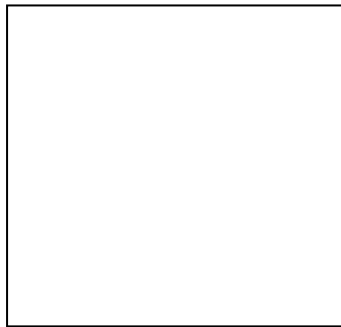
For Warrior Squad Foundation for

Name _____ Name _____

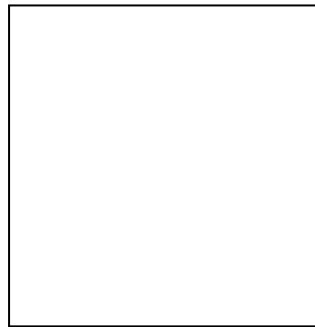
Position _____ Position _____

Signature _____ Signature _____

Stamp



Stamp



ASSET TRANSFER FORM
(FOR USE BETWEEN LOCATIONS)

LOCATION	
WSF ASSET NO	

ITEM	_____
DATE	_____
TRANSFERRED FROM LOCATION	_____
MODEL NAME	_____
SERIAL NO:	_____
CONDITION OF ASSET	_____
QUANTITY / UNITS	_____

TRANSFERRED	_____
TO LOCATION	_____
COMENTS	_____

_____ NA

ME	_____
APPROVAL	_____
SIGNATURE	_____

POSITION	_____
DATE	

Please ensure each item with a separate number is recommended e.g. a whip, antenna, and control head are 3 items.

DATE TRANSFER RECORDED ON ASSET	_____
REGISTERED	_____
SIGNATURE	_____ POSITION _____

THEFT / DAMAGE REPORT

It is essential that this be completed as early as possible after the event.

COUNTRY _____

WSFASSET NO: _____

LOCATION _____

PROGRAMME _____

ASSET(S) STOLEN / _____

CODE: _____

DAMAGED: _____

ASSET(S) _____

PURCHASED _____

UNDER BUDGET: _____

DETAILS OF THEFT / DAMAGE:

This section should include information about the incident not included in the police report (if applicable) and which could assist with the insurance claim OR assist prevention of a similar incident in the future

DETAILS OF POLICE REPORT AND OTHER SUPPORTING DOCUMENTS ATTACHED:

Please report must be attached in order to make an insurance claim in case of theft or incident

REPORT SUBMITTED BY

NAME _____ POSITION _____

SIGNATURE _____ DATE _____

REPORT APPROVED BY

NAME _____ POSITION _____

SIGNATURE _____ DATE _____

ASSET DISPOSAL FORM

WSF ASSET NO. _____ LOCATION _____

ASSET BELONGS TO _____

(E.G. WSF OR NAME OF DONOR)

ITEM NAME _____

MAKE _____

TYPE _____

OTHER ID _____

(E.G. ENGINE NUMBER, SERIAL NUMBER, COLOUR)

PURCHASE VALUE US \$ _____ Uganda Shillings _____

REASON FOR DISPOSAL OF ITEM

ITEM TO BE CRAPPED

☐

TRANSFERRED TO _____

DATE _____

or

ITEM TO BE SOLD

☐

BUYER _____

DATE _____

Or

ITEM TO BE DONATED

☐

GIVEN TO _____

DATE _____

(A CERTIFICATE OF DONATION MUST BE COMPLETED)

REQUESTED BY

NAME _____

POSITION _____

Signature _____

AUTHORIZED BY

DIRECTOR/COORDINATOR
NAME _____

DIRECTOR
SIGNATURE _____

ASSET REGISTER
UPDATED _____

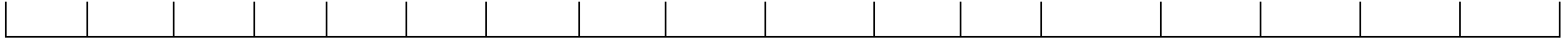
DATE
DATE _____

COUNTRY: UAGNDA

WSF ASSET REGISTER

PRODUCED By		Signature	APPROVED By		Signature	
POSITION		Date	POSITION		Date	

[illegible]



**WARRIOR SQUAD FOUNDATION
STORE REQUISITION**

Date:

To the Storekeeper..... Issue to:

Item No.	QUANTITY REQUIRED		Description
	Words	Figures	

.....

Signature and Rank

APPENDIX 5

**WARRIOR SQUAD FOUNDATION
STORE RECEIPT VOUCHER**

Received from:

Qty	Description of Goods	Price	Amount

Date goods received.....

Signature.....

(Storekeeper)

**WARRIOR SQUAD FOUNDATION
TALLY CARD**

Article: Stock No:

Minimum Stock level: Units:

Date	From whom received Or To whom issued	Invoice or Req. No.	Receipts	Issues	Balance	Initials

**WARRIOR SQUAD FOUNDATION
FIELD RECORD BOOK FOR MATERIALS**

Article.....Stock No.....

Minimum Stock level.....Units

Date	From whom received or To whom issued	Invoice or Reqn. No.	Receipts	Issues	Balance	Initials

APPENDIX II

**WARRIOR SQUAD FOUNDATION
STORE ISSUE VOUCHER**

Issue to.....in accordance with

Requisition No.....the following items

Quantity	Unit	Article	Remarks

Date.....

.....

Storekeeper

.....

Supervisor's Signature

Received By:

.....

Signature and Title

Date