FINANCIAL MANAGEMENT TRAINING FOR

MANAGEMENT OF UGANDA MARTYRS UNIVERSITY

A TRAINING REPORT

By: COMMUNICATIONS RESEARCH AND INNOVATIONS

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List of Acronyms

ACALISE	African Center for Agro-Ecology and Livelihood Systems
CRI	Communications Research and Innovations
UMU	Uganda Martyrs University

1. Introduction

This report has been submitted to the ACALISE project for having completed training of selected UMU management staff in financial management training. The report consists of the background and context, training methodology, training sessions and recommendations on financial management training.

1.1. Background and context

Uganda Martyrs University is a nationally and internationally recognized university for excellence in teaching, learning, research, advancement of knowledge and community engagement. Over the years the university has been able to transform many sectors and societies in Uganda and the region at large through providing quality higher education, training and research.

Africa in general and East Africa, in particular, is faced with problems of low production and productivity, little or no value addition to the few products but also lack of ethical values in management of a business. These overarching problems have of late been compounded by effects of climate change, all of which have made peoples' livelihoods a dilemma. These challenges informed Uganda Martyrs University to address some of the noted concerns through ACALISE project. ACALISE is hosted by Uganda Martyrs University in the Faculty of Agriculture. Uganda Martyrs University is a leader in Agro-ecological solutions related to climate change and livelihood systems and is training the best Agro-ecologists on the African continent and beyond through its top-rated programmes in Organic Agriculture and Agroecology.

The main objective of ACALISE is to streamline the production of high level, well motivated and ethically conscious critical mass of Agro-ecology and Livelihood systems experts to collaborate quality postgraduate education as well as applied research to address key development challenges facing the East and Southern Africa and beyond. In order to achieve these objectives, the understanding of management and Financial controls is cardinal in providing guidance to finance managers and administrators about how to perform the different financial activities hence ensuring proper project flow and completion.

Financial control may be construed as the analysis of a company's actual results, approached from different perspectives at different times, compared to its short, medium and long-term objectives and business plans. These analyses require control and adjustment processes to ensure that business or project plans are being followed and that they can be amended in the event of anomalies, irregularities or unforeseen changes.

1.2. Rationale

In order to have UMU as a centre of excellence and ACALISE project to achieve her set objective, it's important for the senior administrators and managers firstly; to have a complete understanding of financial discipline in an organization which ensures optimal utilization of resources. Secondly projects can have gaps as far as resources are concerned but training in management and financial controls can help ascertain adequate amount of capital and thus the problems associated with under-capitalization and over-capitalization can be avoided. Thirdly this capacity building will increase productivity and efficiency of the University hence improving its image.

1.3. Objectives of the training

The purpose of the training was to furnish senior managers and administrators at UMU with a better understanding of management and financial controls so as to enable them budget for their departments or projects, monitor their budgets against expenditure and manage their budgets within the limits set so as to ensure better management of the ACALISE project and the University in general.

Specifically the capacity building exercise was set to:

a. Furnish ACALISE project managers with better management skills so as they can ably attain the project set objectives and plans.
b. Create awareness on various finance Controls and understand how to fill all the required financial tools so as to enable better accountability and management of project and University resources.
c. Demonstrate how better financial controls can increase productivity and efficiency of ACALISE project and the university as a whole.

1.4. Methodology

The training employed participatory approaches – mainly making use of lectures, plenary sessions, field visits, video shows and group discussions. The approach involved adult learning, engagement and consultations with Finance practitioners. Question and answers were used to ascertain the awareness levels before and after the training. And specifically inform the trainers on areas of emphasis during the capacity building exercise

2. Trainings: Day one

2.1. Registration, opening and introduction

The day was started with participants' registrations which were conducted. The participants were then led into a session of introductions which was facilitated by Prof. Julius Mwine. Participants introduced themselves by names, roles and institution. An appendix has been attached showing list of the participants. Participants then came up with their expectations from the training.

Participants' Expectations

The following expectations were listed by participants;

i. Enhancing a savings culture in a scarcity situation
ii. How best to manage major financial resources
iii. Know the process involved in managing finances
iv. Challenges and strategies for effective financial management
v. Tools used to measure effective financial management system
vi. What contributes to failure of financial systems in a Non- profit organization on education institution
vii. Financial discipline/ accountability
viii. Learn about management of finances and Personal budgeting
ix. How to manage when resources are not enough
x. What is management accountability
xi. What books one can use for personal finances

Role of financial management to the institution like UMU

xii. Roles of non-finance departments to financial management of an institution
xiii. Key reports to project funders and their components.
xiv. What are the effects of finance management

xv. What are the indicators of financial management in an organization
xvi. What are the causes of poor financial management and control
xvii. Skills in proper accountability of faculty resources
xviii. Ability to create a management model
xix. How to interpret the different financial document
xx. Appreciate the relationship between ICT management and financial management
xxi. Understand how financial management relates to our personal lives

Welcome note from the representative ACALISE

The accountant ACALISE, Mr. Ssemakula Richard welcomed participants to the training and thanked those who participated in writing the project proposal. He noted that in financial management, everyone plays part and the training was to impact the participants with financial information for development. In addition, he also noted that the finance department was to benefit from the training and that the training was timely. He encouraged participants to use the opportunity and learn about financial management and apply it in their daily work.

Remarks from Communication Research and Innovation (CRI)

Robert on behalf of CRI thanked ACALISE for the opportunity to facilitate the training. He mentioned that the topics were to fit into the objectives of the training and encouraged participants to discuss, share and find solutions to the issues identified.

Remarks from management UMU

Sr. Jane Florence Amoding on behalf of Uganda Martyrs University management noted that financial management was very crucial and UMU management was very grateful for the training opportunity and hoped for change from the participants. She thanked the PI and ACALISE for the organisation and the facilitators for their commitment and wished for their expectations to be met.

3. Introduction to the concept of financial management

This session was facilitated by Mr. Sejjabi Timothy. He commenced by mentioning that the overall objective of the course was to enable participants to appreciate finance related decision making and mechanisms (controls) that the university can put in place to ensure that it makes appropriate financial decisions.

Participants during the presentation by Mr. Sejjabi Timothy

Mr. Sejjabi took the participants through the evolution of finance management where he noted that finance management was in everything and even before introduction of money, these concepts were already in existence. He noted that barter trade was a trading currency whereby the whole process necessitated management of value. *For example one had to establish how many bags of beans were equivalent to one cow.* The journey to a monetary exchange medium was discussed where with the coming in of the Arabs, cowrie shells *(ensimbi)* were introduced as a money medium and value was attached to each cowrie shell for financial.

Financial management in times of Christ was discussed referring to Judas Iscariot's betrayal of Jesus for 30 silver coins. It was noted that Judas took a financial decision worth 30 silver coins in exchange of identifying Jesus Christ. In the modern society, it was noted that monetary medium of exchange of value was introduced such as physical money and electronic money which has created a need for financial management to ensure that value is obtained and retained

3.1 Legal framework of financial management in Uganda

Participants were introduced to different legal framework of financial management in Uganda and these included; The Public Finance Management Act enacted to regulate the financial management of the Government and to prescribe the responsibilities of persons entrusted with financial management in the Government and the financial reporting standards which are a set of accounting standards developed by the International Accounting Standards Board (IASB) that is becoming the global standard for the preparation of public company financial statements.

Definition of financial management and financial management structure

In defining financial management, the facilitator commenced by finding out what participants knew by financial management and these were their responses;

- It is the efficient and effective management of funds to meet organizational objectives meeting efficiency, effectiveness and economy.
- Financial management is the process that identifies factors that affect the use of money. It is a process that helps look into factors that affect the achievement of goals.
- Ensuring value for money

- Accomplishing specific objectives in financial management
- Proper planning of resources and control of resources
- Measure of expenditure alongside income
- Act of planning, organisation and controlling financial resources
- It is the management of money
- It is the generation of money not focusing on control

In simple terms, Timothy defined financial management as making money decisions. It was noted that financial decision has mechanisms for control, generation and also provides the structure for financial management. It was said that financial management decision is as well a component of risk management.

Financial Management was defined as a process that ensures resources are appropriated allocated to enable the institution to effectively and efficiently achieve its strategic objectives. It was also defined as a comprehensive package that covers financial structures, resource allocation, strategic financial planning; Managing budgets, costing and pricing, financial control and audit *(Financial management and control in Higher Education, Prowel and Morgan 2005)*.

3.2 Objectives of financial management

The objectives of financial management were discussed where it was noted that the main objective of financial management was owner's wealth maximization that can be achieved through optimum utilization of funds. The other objectives discussed were; Survival of entity, Maintaining proper cash flow, Minimization on capital cost and safety on investment.

Responsibility of financial management in an institution and financial accounting and management accounting

During this session, it was noted that the overall responsibility of financial management is vested in the Board of Trustees or council. The Board of Trustees or council is charged with ensuring a sound financial management system at the institution that maximizes return and ensure cost effectiveness. The Board of

Trustees or council also delegates its mandate to the accounting officer who is responsible for the implementation on behalf of the Board.

For more understanding, participants discussed the financial structure of UMU which is headed by the Governing Council. From the discussion, the following were observed;

- Everyone is responsibility to ensure a sound financial management system at their respective service points.
- Concern on budget and expenditures whereby the cash flows are always ignored and focus is mainly on expenditures and income was raised
- Budget process; participants observed that it should be participatory
- Communication in finance is very critical.
- Budget vs actual; There is need to be actual in implementation and expenditure.
- Resource allocation is very important in the budget process.
- Importance of budget evaluation to assess the budget performance.
- It was observed that the language used in budget/finance is very important especially when communicating.
- Decision making in finance should be consultative.
- It's important to document the budget process.
- Any adjustments in the budget should go through a similar process in budgeting as documented.
- Regular meetings are important for communication and feedback.
- It is important when drafting the budget to reflex it on a quarterly basis.

Participants discussed the functions of the finance department and these included; Bookkeeping, Management of University's cash flow, Budgets and forecasting, Advising and sourcing longer term financing, Management of Taxes, Management of University's Investments, Financial Reporting and analysis and Assist managers in making key strategic decisions.

From the discussion, it was observed that the main challenge at UMU is the management information system in financial reporting and lack of capability mapping of the university. It was however concluded that there is need for a specialist to do mapping of the management information system. In addition, the gap analysis was to be taken seriously and the core values/ functions of the system established. Participants also observed that documentation of all its business processes was very important.

3.3 Management accounting

A presentation of management accounting was made and Management accounting was defined as the presentation of accounting information in such a way as to assist the management in creation of policy and the day to day operation of an undertaking. The primary task of management accounting was noted as to redesign the entire accounting system so that it may serve the operational needs of the firm.

In financial accounting, participants were taken through the following field activities;

1. Financial Accounting which provides historical information but is very important planning and financial forecasting. It is also an essential perquisite of any discussion of management accounting.
2. Cost accounting. This provides various techniques for determining cost of manufacturing products of cost of providing service. It uses financial data for finding out cost of various courses, departments or projects
3. Financial Management. This is concerned with the planning and controlling of the financial resources of the firm. It deals with the raising funds and their effective utilization. Its main aim is to use the fund in such a way that the earning of the firm is maximized.
4. Financial Statement Analysis. This provides information and meaningful insights and conclusions about the firm.

5. Interpretation of data: This is done by the management accountant who interprets various financial statements to the management. This statements may be studied in comparison to statements of earlier periods or in comparison with the statements of similar other concerns.
6. Management Reporting. In management reporting, clear Informative, timely reports are essential management tools in reaching decisions that make the best use of firm's resources. Therefore the basic responsibility of management accounting is to keep the management well informed about the operations of the business.
7. Quantitative Techniques. This techniques such as time series, regression analysis and sampling techniques are commonly used for this purpose, further, managers also use techniques such a linear programming, game theory, queuing theory in their decision making Process.
8. Inflation Accounting. This attempts to identify certain characteristics of accounting that tend the reporting of financial results during the period of rapidly changing prices. It devices and implements appropriate methods to analysis and interpret the Inflation on the Financial Information.

From the discussions, it was noted that financial management accountant should always know what is on the mind of the accountants. It was also noted that it was important to identify information and submit to the management accountant for informed decision.

Participants were then shown the difference between financial management and management accounting as indicated in the table below.

No.	Feature of data	Financial Accounting	Management Accounting
1	Period	After A stated period	At A frequent period
2	Time	Historical data	Current and future data
3	Unit of Expression	Money only	Any statistical unit
4	Nature	Actual data	Projected data

5	Specificity	Aggregates	Detailed analysis
6	Description	Money consequences	Events
7	Reality	Objective	Subjective
8	Principles	Double entry system	Cost benefit analysis
9	Purpose	Overview of entire	Analytical details of such Business activity activities as call for decisions
10	Legality	Obligatory	Optional

From the discussion, it was observed that UMU did not have properly set roles of the management accountant and hence the university was tasked to identify and empower the roles of the management accountant.

3.4 Financial decision

Financial decision was defined as a decision about money and financial decisions require the economics of benefits against costs. The objective is to ensure that for each decision undertaken the benefits outweigh the costs.

Participants discussed that financial decision is composed of investment and financing decision as highlighted below;

a) Investment decision

It was observed that investment decision is the most important financial decision and since funds involve cost and are available in a limited quantity, its proper utilization is very necessary to achieve the goal of wealth maximization. It was also observed that risk analysis should be considered in investment decisions.

Participants discussed the classifications of investment decisions namely; Long-term investment decision - Capital Budgeting, making investment decisions in capital expenditure. (The benefits of which are expected to be received over a long period of time exceeding one year) and the short-term investment decision

- Working Capital Management, allocation of funds as among cash and equivalents and receivables and such a decision is influenced by tradeoff between liquidity and profitability.

b) Financing decision

This is concerned with the source of finance of the investment decision. It involves finance from reserves of the university (availability), debt finance (Interest is tax allowable) and donor finance (Conditions attached). From the discussions, it was noted that there is need for documentation of all financial decision process.

Characteristic of a financially healthy University

Through brain storming, participants identified the characteristics of a financially health university and these included; ability to pay staff, prompt payment of service providers, sustainable expansion, positive visibility and good will, reasonable reliance on debt and equity and highly motivated staff.

The facilitator highlighted the following as some of the characteristics of a financially health university namely; short term solvency, retention of reserves, the effective management of long term debt, the effective management of the estate, the ability to generate funding and consistency of budgetary strategy with mission among others.

4.0 Day two

4.1 Measures of a sound financial system

The facilitator noted that there were several measures of financial management which looks at planning policy adherence, annual budgets, cash balances stability, debt ratios, cash management, internal controls, inventory management as well as creditors' management. Furthermore it was noted that financial resources must be optimally planned and allocated between required outputs. It was observed that the use of financial resources to achieve specified outputs must be monitored and controlled against the strategic and operational plans of the department by means of quantitative and qualitative data.

Participants were taken through the measures of a sound financial system and the key tasks involved. These included;

1. Management arrangements- The efficient, effective, economical and transparent use of resources; delegation of powers to other officials; proper risk management; design and implementation of internal controls, including internal audit, proper systems, processes and procedures; segregation of duties and financial management training
2. Planning and budgeting- Provision of timely, accurate and adequate financial and other operational information for strategic decision making purposes; preparation of strategic plans, including advice on new strategies for achieving Organizations' objectives; costing and pricing of the department's products and services; programme performance measurement
3. Revenue and expenditure management- Examine the department's operations to identify sources or potential sources of revenue; regular revaluation of the effectiveness of sources of revenue; timely collection of revenue; ensure that sound systems and procedures for expenditure management and control are in place; deliver programmes with levels of

efficiency, effectiveness and economy that seek to emulate the forces of market competition; effective management of transfer payments and conditional grants in terms of the annual Division of Revenue Act; implementation of processes to track expenditure and commitments against the vote and the identification, recovery and reporting of unauthorized, irregular and fruitless and wasteful expenditure

4. Asset and liability management- Proper planning for the acquisition of assets, including the need to consider alternative strategies for the achievement of organization objectives; design and implement measures to protect and maintain assets, including the establishment of a comprehensive asset register; preparation of monthly age analysis of debtors and creditors reports.
5. Accounting and reporting requirements**-** Design, implement and maintain accounting systems to ensure complete, valid, accurate and timely financial/non-financial information; maintenance of appropriate and consistent financial/non-financial reports that satisfy the needs of the users of financial/non -financial information; guidance on regular performance reporting to management

From the discussion above, participants observed that the university has a challenge of stock taking hence need for an asset register to track the assets. The university also should hire a specialist responsible for managing of reservations of tools at the university.

4.2 Financial/internal control

Participants through brainstorming defined financial control as policies/procedures put in place to control financial resources, they are measures for proper accountability. The facilitator defined internal controls as measures put in place to reduce exposure to risks. He noted that internal controls can be manual or automated.

It was noted that the purpose of any control system should provide reasonable assurance that the organization can meet its objectives. It was affirmed that internal control should be Economical, Efficient and Effective.

Participants were taken through the objectives of internal control and these included;

- Efficient conduct of business: Smoothly and operations are free from disruptions. This mitigates against the risk of inefficiencies and threats to the creation of value in the organization.
- Safeguarding assets: To ensure that assets are deployed for their proper purposes, and are not vulnerable to misuse or theft. A comprehensive approach to his objective should consider all assets, including both tangible and intangible assets.
- Preventing and detecting fraud and other unlawful acts: as organizations increase in size and complexity, the nature of fraudulent practices becomes more diverse, and controls must be capable of addressing these.
- Completeness and accuracy of financial records: An organization cannot produce accurate financial statements if its financial records are unreliable. Systems should be capable of recording transactions so that the nature of business transacted is properly reflected in the financial accounts.
- Timely preparation of financial statements: Organizations should be able to fulfil their legal obligations to submit their account, accurately and on time. They also have a duty to their shareholders to produce meaningful statements. Internal controls may also be applied to management accounting processes, which are necessary for effective strategic planning, decision taking and monitoring of organizational performance

4.3 Responsibilities for internal control

It was noted that as organizations grow, the need for internal controls increases and as the degree of specialization increases, it becomes impossible to remain fully aware of what is going on in every part of the business. Therefore the board of Trustees/ Council is responsible for ensuring that appropriate internal controls are in place and should provide accountability to the shareholders.

Participants discussed the control categories namely; Mandatory or voluntary, Discretionary or non-discretionary, Manual or automated and General controls or application controls. In addition, the common control procedures were also discussed and these were;

- Physical controls: restrictions on access to specified areas such as archives of records, vaults were cash is kept. Examples Biometric Controls, key locks. Register to record access and CCTV.
- Authorization and approval limits: Many employees must adhere to authorization limits, and these will usually be specified in the terms of employment.
- Segregation of duties: To minimize the risk of errors and fraud, duties associated with cash handling are often segregated.
- Management controls: Variance analysis, Performance management.
- Arithmetic and accounting controls: to ensure accurate recording and processing of transactions. E.g. reconciliations and trial balances.
- Human resources controls: include qualifications verification, references and criminal record checks on recruits, checks on staff who have to be attested for competence and training effectiveness

It was noted that internal checks were important to lay out accounting procedures and internal audit provides assurance and adds value to an organization.

Group work

Participants were divided into groups where they were to describe a process, identify risks and identify controls to mitigate the identified risks. The discussions focused on petty cash, payroll and procurement.

Participants made presentations after their group discussions as below;

Group one presentation

Petty cash

The process include;

1. Requisition initiation
   a) Actors
      - Beneficiaries/applicant
      - Deans/H.O.D
2. Verification process
   a) Actors
      - Beneficiary who registers claim
      - Budget officers verify the claim against the vote
      - Forwards to CFO
3. Approval process
   a) Actors
      - CFO who cross checks the claim, approve for payment and communicates the decision.
4. Actual payment
   a) Actor
      - Cashier who prepares payment vouchers

- Beneficiary who signs for the cash and accounts for the payment

Risks and controls

Risks	**Controls**
Collusion to defraud (fraudulent process)	• Photocopies of evidence for claim
Conflict of interest, collusion, actual loss of money, loss of claims	• Declare interest • Develop a finance policy to mainstream approval guidelines • Internal audit function
Fraud, Collusion, CI	• Set approval limits • Internal audit function
Theft of money, delayed payment, procrastination	• Use of safe boxes • Random spot checks (unexpected checks)

Observations from the floor

Participants provided the following additional controls to the group presentation.

- Automation. The H.O.D generates the claim on intra-web and posts the claim on e-mail.
- Make call backs for certainty
- Track back the staid claims
- Fore-cast the payment
- End of day balancing (reconciliation)
- Define clearly what the emergency should be
- Budget reviews for effective communication
- Develop a work plan. Accounting template.

Group two presentations; Procurement

The procurement processes are;

1. User department
2. Internal purchase requisition (store). Procurement
3. Documents (invitation of bids)
4. Budget office. Checks against budget
5. LPO (Procurement officer
6. Approval
7. LPO supplier
8. Documents in stores- Reviewed (storage, verification, user department)

Controls

1. Communication policy
2. Role descriptions
3. Prioritizing procurement (plan)
4. Information Asymmetry gap bridged
5. Internal check (IA)

Group three presentation; Payroll

1. All staff are in the system
2. Identify partial work
3. Consultant vs full time
4. DHR Review
5. Address reviews
6. Excel sheet- payroll for verification
7. C.E.O Payment
8. Periodic audit

Risks

1. Internet fractuations
2. Lack of back up
3. Manual review

4. Schedules done manually
5. Pay slips not provided

Suggestions/control

1. Improve internet
2. Only the payroll master can access the system
3. SP have access to the systems backup
4. Lack of training

5. Day three

5.1 Finance for Non-Finance Executives

This session was facilitated by Robert and aimed at introducing finance terminologies to non-finance executives. Participants were introduced to financial statement basics which present the results of operations and the financial position of the company namely;

1. Balance sheet which tells whether the company can pay its bills on time, its financial flexibility to acquire capital and its ability to distribute cash in the form of dividends(Pay to the owners) to the company's owners. In short, it is a view of the company's financial positions as of the date it is prepared. The key balance sheet accounting equation is Assets = Liabilities + Owners Equity, or A=L+OE
2. Income statement also known as the profit and loss statement tells both the earnings and profitability of a business. This is always for a specific period of time, such as a month, a quarter or a year. It was noted that the periodic nature of the income statement is essential as this allows users to compare results for the company over similar periods of time, and to the results of other firms for the same period. It was observed that income from continuing operations like Results from discontinued operations (if any) extraordinary items (if any), cumulative effect of a change in accounting principle (if any), net income,and other comprehensive income among other income from continuing operationsis the heart of the profit and loss statement. It includes sales (or revenue), cost of goods sold, operating expenses, gains and losses, other revenue and expense items that are unusual or infrequent but not both, and income tax expense.
3. Cash flow statement
4. Statement of changes in equity

5.2 Financial Statement manipulation

Financial information manipulation was defined as a distorted presentation, a misstatement of the financial position/performance, creating a false impression of an organization's financial strength. It has been branded as revenue management, income smoothing, creative accounting practices, aggressive accounting or accounting manipulation but the essence is the same.

Participants during a presentation on Finance for non-finance executives

Participants discussed the indicators of financial manipulation and these were;

1. Earnings/profits with the quality of assets in the balance sheet. Risk of loss of income is hedged through provisioning. Provisions are predictions for potential losses as a result of unexpected events.

2. Provision of accounts receivables- Re-calculate a provision for bad debt expense because no firm identifies the provision, because it is not an expense for tax purposes
3. Reassessment (depreciation) of inventories. At the end of the accounting period the entity must calculate inventory impairment loss recognized stock and inventory impairment. But even such expenses are not recognized for tax purposes and therefore most firms do not regulate their quality of inventories in the balance sheet under real conditions posing a state inventory much greater in comparison with reality.
4. Provision of other rights receivables - Impairment Re-calculate a provision for bad debt expense because no firm identifies the provision, because it is not an expense for tax purposes
5. Long life assets (Non- Current Assets)- Hide lots of depreciation expenses

5.3 Personal finance

This session was facilitated by Mr. Mukasa Ronald Senkubuge, a trainer and an accountant. Personal finance was defined as the management of money and financial decisions for a person or family. Participants were questioned at what age they started discussing about money. From their responses, it was observed that money is not discussed more in families at a younger age because money is a competing value and not discussed to the young to avoid diverting the minds of the young.

Participants during a presentation on personal finance

It was affirmed that there was little formal education on personal finance but however, everyone has a specific target of financial independence that one has to prepare for. Participants were guided on how to achieve financial independence through income which involves money for selling time and money made in investing money. It was noted that financial independence can also be achieved through savings where participants were encouraged to save money and convert it into investments.

5.4 Lessons learnt

- Importance of performance appraisal and review.
- Communication is very important in the budget process.
- Budget holders should get involved as a team in the budget process to be aware.
- Budget process should be effective participatory in practice.
- Budget performance should be taken up seriously.
- Monitoring and Evaluation of budget
- Having regular financial reports
- Good choice of a financial information system
- Difference between finance and accounting and their roles

5.5 Recommendations

Participants gave the following recommendations to UMU in order to realize better financial management;

- Need for a desk guideline/verification of procurement documents guidelines.
- Need for automation of the petty cash process and systematic call backs into approvals of petty cash requests.
- Improve tracking of bounced claims/invoices (Make follow-ups).
- Need for better financial communication as it was realized that there is a gap in communication to know whether the requisition has been budgeted for.
- Approval limit should be reviewed since business changes every now and then.
- Need for a review of petty cash limit of UMU currently it's at 100, 000 Ugx which is so low.
- Need to improve how UMU backs up records.
- Have electronic approvals of requisitions alongside the manual.
- Need for procurement plan in place.

- Need for management to create a suppliers prequalified list
- Need for a contract manager to monitor the availability of supplies and has to provide information to the University.
- Need for system functionality audit and Fundamental test be done by the internal audit.
- Need for a specialist to manage the overall system at UMU.
- Managers need to identify risks in the current system.
- Need for early budget process and Regular evaluation of the budget performance which is a gap at UMU
- Highlighting the roles of management accountant
- Assessment of cost centers and business (revenue) centers.
- Need for a specialist in the finance department to carry out the role of management accountant.
- Need for an organisation's calendar for monitoring
- Need for capability mapping in the University in order to develop an effective management information system for financial reporting.
- Need for documentation of all the activities in the budget process.
- Financial management should be for everyone.

6. Closing remarks

6.1 Remarks from Communications Research and Innovations

Mr. Mugabi Disan on behalf of CRI thanked participants for their participation and also thanked ACALISE for the opportunity to undertake the training. In addition, Robert the other facilitator noted that the main financial management issue was with the finance system at UMU. He encouraged participants to ensure they implement the recommendations they have identified. He concluded by thanking the participants for their active participation during the training.

6.2 Remarks from the Dean Faculty of Agriculture

The Dean Faculty of Agriculture thanked ACALISE on behalf of the Faculties and thanked CRI for the interesting sessions. He thanked ACALISE for supporting their capacity to deliver quality education. He noted that the training had helped to reflect roles as a non-finance person in issues of finance urged participants to not only pay attention to quality assurance but also finance. In addition, he also urged management to reflect on perceived rules because they contribute to having solutions to the challenges identified.

He called for a gathering of the finance top heads to see a way forward as far as financial management system is concerned and the need for a forum to present the challenges facing the current system at UMU. He suggested that a specialist be got to help in evaluation and review of the system.

6.3 Remarks from Head ACALISE

Dr. Jude Sebuwufu gave a vote of thanks to CRI for the work they have done and the exposure they have given to them. He also thanked the staff from UMU for their active participation and encouraged participants to make a difference as they go back to their offices. He noted that the financial management system is an issue at UMU and can lead to a lot of damage hence emphasized management to do something about it.

He commented on the presentation on personal finance and said that wealth is not on what you earn but how you spend what you earn. He encouraged the participants to use the little they have so that they can invest it elsewhere and never to wait for a lot of money. He concluded by emphasizing that participants should manage their personal finances well to transform their lives.

6.4 Remarks from DVC/Finance and Administration

The DVC/F&A noted that he was impressed by the training topics. He thanked CRI for the training and their togetherness and encourages them to remain at the top. He also noted that with personal finance intelligence, there is need to build capacity of workers and do realistic planning. He encouraged participants to have a strategic position in life and never to dream of wealth while looking at labour income. He also encouraged participants to avoid wrong investments and the quality of investments will make the difference.

He affirmed that the greatest challenge is the awareness of the financial sector which affects most of the academic institutions. He noted that with the challenge of the financial management system, installing a system should be in line with the policies and the procedures. System audit is important as well to communicate issues and decisions. He concluded by thanking participants for lively discussion and encouraged them to cause a change as they go back

The training on financial management ended with award of certificates to participants as shown in the pictures below.

Annexes

Annex 1: List of participants

NO	**Name**
1	Sr. Amoding Jane Florence
2	Mr. Kibuuka William
3	Dr. Ssekandi Joseph
4	Dr. Mary Maurice Mukokoma
5	Sr. Nakitende Marie
6	Prof. Johnnie W.F. Muwanga Zake
7	Mr. Richard Ssemakula
8	Dr. Joseph Ssemakula
9	Dr. Jude Ssebuwufu
10	Prof. Julius Tedson Mwine
11	Mr. Joseph Wamema
12	Bro. Murongo Marius Flarian
13	Mr. Aliija Ronald
14	Ms. Adong Joan Anyuru
15	Ms. Rose Nalugo
16	Mr. Ssewalu Patrick