

ESTHER TWEBAZE

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Personal Profile

I am self-driven Finance Professional with over 15 years hands on experience on financial and accounting management with outstanding analytical skills in various grants budget management across donors, donor compliance and reporting requirements and preparation of accounting information for various stakeholders and resource mobilization. I have exceptional experience in partnership management, proven track record in team and leadership management and conflict resolution skills. I am exceptionally organized and disciplined; possess well-developed interpersonal skills and ability to motivate and direct others in a supportive and cooperative environment. I have successfully trained and built capacity of result-oriented finance teams in both Uganda and South Sudan country programs. Strong project administration expertise; coordinate with management, cross-functional teams.

Education and Qualification

- **Makerere University Business School, Uganda | Advanced Diploma in Accounting Management and Accounting Training (MAT) | Chartered Certified Accountant (ACCA).**

Professional Experience

Deputy Finance Controller – South Sudan Programme

International Rescue Committee, South Sudan: October 2018 to date

As the Deputy Finance Controller, I assist in the overall policy and management responsibilities for the finance and accounting functions for the program. The Deputy Finance Controller's responsibilities include general controllership, staff training, management, and treasury and budget functions.

Controllership:

- Deputise and support the Deputy Director of Finance including Acting functions when delegated
- Monitor all the field site offices ensuring all are operating normally and any anomalies are addressed.
- Ensure all policies and procedures are in compliance with IRC and funding source policies, procedures, and requirements.
- As required establish finance and supporting function policies, systems and procedures, and directs or performs their development, documentation, and implementation.
- Manages the finance department activities and schedules to meet the financial reporting requirements and deadlines
- On a quarterly basis or depending on needs, provide information related to the Country office operations to the Deputy Director Finance who submits to the Regional Director
- Identify requirements for and develop reporting formats to aid in the management of operations and grant expenditures.
- Whenever required provide sound financial advice in relation to the overall Programme and its operations, keeping up to date information on management of financial risk that may affect the organization and having deterrent measures in place to safeguard
- Monitor and supervise the accounting function of the programme
- Provides management and program staff with monthly actual-to-budget expenditure reports and analysis for all grants and unrestricted funds.
- Ensure that monthly balance sheet reconciliations are completed on a timely basis and those final reconciliations and trial balances are reviewed with the Deputy Finance Director.

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- Closely monitors all financial activities and keep the Deputy Finance Director advised of all situations which have the potential for a negative impact on internal controls or financial performance.
- Actively contribute to the strategic planning, Budgeting, and monitoring of the organization
- Develop Systems and controls necessary to ensure smooth operations and compliance
- Directs the preparation of and approves all donor financial reports in respect to accounting, legal and contractual requirements and ensures the review of such reports by the Deputy Finance Director for upward submission.
- Develops, schedules, and performs or supervises the completion of internal control audits, and initiates actions necessary to correct internal control weaknesses.
- Facilitates and co-ordinates external, internal, donor or government audits
- Oversees the protection of the organizations assets through the enforcement of internal control policies and procedures.
- Maintains current knowledge of local government requirements related to financial matters and ensures compliance with tax regulations and other legal requirements.

Training & Staff Management:

- Develops and implements a training program for the international and national finance staff to ensure staff development and minimize IRC's exposure when staff are absent or depart.
- Maintains current job descriptions for all positions within the finance group.
- Ensures comprehensive and constructive performance reviews are completed on a timely basis and facilitates discussion of performance and career options with all finance staff.
- Oversees training and technical support to program, logistics and administrative staff for skills improvement in the areas of accounting, reporting and internal control.

Treasury:

- Supervises all office bank relations and bank account activities including negotiation of fees, interest, and currency exchange rates.
- In compliance with IRC policy establishes policies regarding cash holding limits, cash movements and foreign currency holdings.
- Oversees the timely preparation, review and approval of all monthly bank account and cash reconciliations.
- Establishes policies on advance payments, credit terms, and use of bank payment instruments.
- Designs, implements, and monitors systems, procedures and reporting necessary to maintain on current basis accurate forecasts of cash requirements for meeting future spending, including commitments entered and which obligate IRC to future spending.
- Supervises the preparation of Cash Transfer Requests to New York and ensures that appropriate balances are maintained to facilitate grant implementation.
- Ensures the development and implementation of a plan to minimize the foreign exchange exposure to currency gains and losses.
- Supervises the collection of contractual and other receivables.

Budget:

- Participate in the preparation and revision of program and grant proposals and budgets.
- Maintain and review the Country Operating Budget; keeping a close watch to ensure the programme is operating within budgets and any risks that may arise are taken care of within good time.
- Preparation of internal financial guidelines to assist program managers in formulating and tracking budgets.

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- Ensure compliance with donor requirements and IRC policy develops the “Field Operations/Overhead” budget and recommends a methodology for allocation of overhead to grant budgets.
- Prepares the annual and monthly cash budgets based on approved funding.

Operational Support for Supply Chain and Human Resource:

- Work with Supply Chain to ensure the asset registers are compiled systematically and available for inspection
- Review Supply Chain procedures and ensure donor regulations are complied with
- Work with Human Resource to ensure recruitments are as per country policy and based on the funding available.
- Review monthly and have all timesheets generated as per the salary mapping
- Check that the local laws related to taxation are complied with
- Have continuous discussions with Supply Chain and the Human Resource department to advise and ensure we have best practices

Senior Finance Manager – South Sudan Programme

International Rescue Committee, South Sudan: January 2016 - September 2018

My role as the Senior Finance Manager is to assist in the development and implementation of accounting procedures to IRC's standards and in line with, Donor requirements, audit recommendations, SUN Accounting data base administration and maintenance, and quality control with respect to accounting records and financial reports.

Budgets

- Development and preparation of grant budgets. Can prepare budgets from any donor
- Ensure Timesheet reconciliation with accounting system monthly.
- Preparation and regular update of the Operating Annual Budget to ensure data is complete and maintained on a timely basis.
- Working with program staff to support new proposals or realignments to ensure adequate coverage of operating costs, both direct and indirect.
- Ensure all expenditure is reasonable and allocable and that they are charged to respective donors.
- Attend all Grant Opening and Closing Meetings

Donor Reports

- Ensure that Budget V Actual reports are accurate, complete, and timely and are reviewed continuously on the online portal with any adjustments or realignments considered
- Closely monitor all grants to ensure that no grants are over or under spent
- Preparation of donor and other internal management reports by the due dates
- Continuous review of output to ensure compliance to donors and internally set procedures
- Monitoring of receivable from donors and other stakeholders.

Accounts processing

- Supervising the posting of entries into the Sun system accounting package ensuring proper controls are enforced and appropriate systems in place to maintain all required supporting documentation and all parameters respected
- Ensuring successful maintenance and use of the P2P system (Procurement to Pay)
- Developing expertise to control the system, develop new reports and be able to train staff in processing of data.
- Organizing work schedule to ensure tasks are completed within given timelines

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- Review of inventory with Supply Chain to ensure all Assets CIK and stock are properly recorded and covered.
- Setting up and review Cost Pool Allocations and ensure that the appropriate documentation (allocation formulas, time sheets, etc.) supporting the allocations are updated, approved, and filed.
- Reviewing and updating the set-up and operation of accounting software in field offices.
- Review, approval and posting of General Ledger transactions, adjusting journal entries and sub-office transactions.
- Ensure that all sub-office financial matters are addressed on a timely basis. Follow-up on financial, internal controls and other program support action items identified.
- Coordinating and training of Field Finance and Administration staff in the field to ensure quality financial records coming from the field.
- Quarterly update and review of Staff Salary Mapping to ensure that all staff are adequately covered by the available grants.
- Ensure finance filing and document retrieval system is functional, efficient, and secure.
- Ensure all taxes are paid off promptly
- Ensures monthly Balance sheet file is prepared by senior finance officers

Treasury

- Ensures preparation of the overall cash flow forecast and the consolidation of Field office cash flow forecast by the due date monthly.
- Review Currency Conversions ensuring there is minimum exposure to forex changes and losses
- Ensures the timely preparation and review of all monthly bank account and cash reconciliations.

Partnerships

- Work with sub partners to generate and manage their approved budgets
- Organize for realignments if required
- Train and capacity build the partners to ensure adherence to contracts

Staff Management

- Setting smart goals and monitoring performance of staff.
- Mentoring, coaching, and motivating staff.
- Quarterly Reviews of performance appraisal of direct reports.
- Hiring and retaining highly motivated team of staff.
- Daily supervision and review of the workflow processes for efficiency

Audits

- To help ensure audit recommendations are implemented in accordance with plan.
- Reviews of controls and monitoring of compliance with established procedures.

Finance Manager (Expat Role)

International Rescue Committee, South Sudan: October 2014- December 2015

My role as the Finance Manager is to assist in the development and implementation of accounting procedures to IRC's standards and in line with, Donor requirements, audit recommendations, SUN data base administration and maintenance, and quality control with respect to accounting records and financial reports.

Accounts processing

- Performing or supervising the posting of entries ensuring proper controls are enforced and appropriate systems in place to maintain all required supporting documentation.
- Developing expertise to control the system, develop new reports and be able to train staff in processing of data.

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- Preparation of the creation of detail level budgets in IRC SUN format to ensure required donor reports can be produced from the accounting system.
- Organizing work schedule to ensure that the SAF file is loaded in New York by the 13th of every month
- Ensure that all month-end sequentially filed monthly journals are presented to the FC and CD for signature before the 21st of every month.
- Monitoring receivable from donors (account 24100) and other stakeholders.
- Maintenance of all SUN accounting segments. Special attention to be placed on activating/deactivating T codes.
- Setting up and maintenance of Cash/Bank codes.
- Setting up and review Cost Pool Allocations and ensure that the appropriate documentation (allocation formulas, time sheets, etc.) supporting the allocations are updated, approved, and filed.
- Setting up and maintain revenue allocations for all grants and contracts as per revenue allocation.
- Reviewing and updating the set-up and operation of accounting software in field offices.

General Accounting services

- Review, approval and posting of General Ledger transactions, adjusting journal entries and sub-office transactions. The posting process must ensure that the BVAs Donor Mapping Sheets are being used to minimize the number of adjusting journal entries.
- Supervising the monthly financial close process and ensure timely, complete, and accurate submission to IRC NY after review and approval by the Finance Controller.
- Overseeing the sub-ledger reconciliation process and confirm that the GL sub-ledger accounts match the details in their related modules.
- Ensure that all sub-office financial matters are addressed on a timely basis. During field visits follow-up on financial, internal controls and other program support action items identified by the SMT and finance. Assess formally and informally the adequacy of services provided by finance to sub-offices and field-based staff.
- Coordinating the activities of Finance and Administration Managers in the field to ensure quality financial records coming from the field. This includes capacity building of field staff based on needs identified by Field Managers in the field and development of financial system specific to a particular sub-office.
- Preparations of the National staff salary and international staff Mapping table by the 25th of every month which must be approved by senior management and ensure staff salary, is charged, and recorded accordingly in SUN system.
- Ensure finance filing and document retrieval system is functional, efficient, and secure.
- Ensure Tax (PIT) liabilities is paid to GOSS monthly on or before 30th of every month.
- Ensures balances on Balance Sheet account are ZERO before end of every month and investigate if differences are noted.
- Ensures monthly Balance sheet file sub- ledger accounts is prepared by senior finance officers and present to the Finance controller for approval by the 15th of every month.

Donor Reports

- Ensure that BVAs (Budget Vs Actual) budget reports are accurate, complete, and timely.
- Closely monitor all grants to ensure that no grants are overspent or under spent through checking of over/under expenditure on the Budget vs. Actual
- Preparation of donor reports by the due dates.
- Analysis of actual to budget results to identify problems in accounting or compliance.
- Identification of procedural or training issues to be addressed to improve the quality of report data.

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- Closely monitor all grants to ensure that no grants are overspent or under spent through checking of over/under expenditure on the Budget vs. Actual
- Review of actual vs. budget results to ensure maximum utilization of budgeted amounts and to provide recommendations for realignments as required.

Budgets

- Assisting in the development and preparation of cost allocation processes for overarching costs that comply with donor regulations on allowable costs.
- Ensure Timesheet reconciliation with SUN is done monthly.
- Preparation and regularly updating of the Operating Budget to ensure data is complete and maintained on a timely basis.
- Working with program staff to prepare grant budgets to support new proposals or realignments to ensure adequate coverage of operating costs and NY direct and indirect costs.
- Ensure that all accruals at grant closure are accurate, valid and are promptly liquidated.
- Attend all Grant Opening and Closing Meetings
- Update the unrestricted funds analysis per project codes for circulation to the CD.

Treasury

- Ensures preparation of the Juba Main office cash flow forecast
- Ensures the timely preparation, review of all monthly bank account and cash reconciliations.

Staff Management

- Mentoring, coaching and motivating staff.
- Quarterly Reviews of performance appraisal of direct reports.
- Hiring and retaining highly motivated team of staff.
- Daily supervision and review of the workflow processes for efficiency

Audits

- To help ensure audit recommendations are implemented in accordance with plan.
- Reviews of controls and monitoring of compliance with established procedures.

Senior Finance Manager (National Role)

International Rescue Committee, Uganda. January 2012 - September 2014

As the Senior Finance Manager, I was responsible for providing effective financial management for Uganda grants and field office, assist with preparation of program budgets and financial reporting. Supervise all activities done daily in the Accounts department. Assist on matters relating to payroll processing and be the finance focal person on payroll issues.

Job Responsibilities

- Managing all aspects of day-to-day operations of accounting department
- Assist in the implementation of finance policies, procedures, and systems
- Ensure compliance with IRC procedures and guidelines
- Review all payment documents for proper and adequate back-up
- Review all expenditure worksheets for accuracy and completeness
- Review spreadsheets from field sites before uploading to sun.
- Conduct regular timesheets audit to ensure consistent adherence
- In liaison with Supply Chain and Administration departments, review commitment lists every month for financial obligations already entered but not captured in financial reports.
- Review bank reconciliation monthly from main office Cashier and field site.
- Liaison with bank/cash courier on all banking related issues.
- Forward to the Payroll Administrator every month, outstanding personnel advances and charges related to T7, for recovery.

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- Act always in accordance with law and standards of accounting practice.
- Review, with the objective of gaining a clear understanding, budget guidelines and instructions.
- Review funding allocations to enable proper guidance to programs and proper coding.
- Provide training to program staff on finance issues.
- Be receptive to training provided and to develop his or her technical and professional competence.
- Follow any new procedures and guidelines designated in circulars from the Finance Controller.
- Produce monthly and quarterly reports to be reviewed by Finance controller.
- Perform other duties, as needed, or requested by the supervisor

Budgeting

- Review and supervise updating of Field Office -operating budget to ensure that it is up to date for all funding sources; that the costs are adequate in terms of completeness and reasonableness; that the office has a plan for funding “gaps”, if any
- Ensure that there is available standard budgeting information, which is current, on shared expatriate costs, in the IRC format, to grants and program staffs to enable them prepare budgets with accurate figures. This information includes but is not limited to salaries, benefits, R & R, housing, education etc.
- Ensure that there is available standard budgeting information, in the IRC format, on shared costs for the field office. This information includes but is not limited to rent, utilities, office supplies, vehicle running and maintenance, fuel etc.
- Review budgets to ensure that all costs have been fairly allocated, unit costs fairly arrived at, TU costs adequately budgeted, ICR correctly allocated etc before forwarding the same to the Finance Controller.
- Participate with grants and program staff on all budget realignments ensuring that the process is being done correctly considering the latest available information

Budget versus Actual (BvA) Reports

- On a monthly basis prepare Budget Versus Actual expenditure reports and send this out to all relevant staff monthly. The expenditure report should include a brief commentary on matters arising as identified from the report
- Follow up with the same staff to get feedback on any matters arising out of the report that need to be clarified.
- Ensure that any proposed adjusting entries are reviewed and acted upon within the month identified to avoid recurrence of the same issues.
- Train staff on how to interpret the financial reports and what appropriate action to take to address matters arising

Staff Training

- Train grant staff and finance staff on the different donor reporting format and requirements and on IRC budgeting process.
- Train staff on Shared Program Cost allocation methodology
- Train Coordinators/Managers on how to monitor their budgets, code expenses and the proper use account codes.
- Provide training to program staff on finance issues.

Finance Manager

International Rescue Committee, Uganda. January 2009- December 2011

- Monitored cash flow and cash balances in the field offices to always ensure liquidity control and adequate reserves

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- Ensured field bank reconciliations were complete and correct.
- Verified all field and finance documents providing prompt feedback and follow-up
- Loaded month end journals by the stipulated timelines to ensure timely submission of the SAF file by the required date
- Reconciled timesheet coding loaded in the system Vs. Actual Timesheets
- Cleared Intercompany expenses incurred
- Maintained donor files and schedules with donor reporting timelines
- Preparation financial reports as required
- Ensured all grants were closed on a timely manner and all financial reports submitted on time, while following the finance manual to be in full compliance with IRC's requirements.
- Assisted in the preparation of operating, grant budgets and in updating the operating budget.
- Reviewed supporting documentation for payment requests before approval to ensure proper codification and procedures.
- Requested source codes from headquarters for all new grants and preparation and uploading of other codes for all new budgets.
- Reviewed internal controls within finance and made recommendations where necessary.
- Updated monthly budget Vs Actual reports for sites and prepared corrective journals relating to the BvA's, while informing management of issues arising and position.
- Closely monitored relevant grants to ensure no grants over or under spent through checking of over/under expenditure on the Budget vs. Actuals and preparing adjusting journals for upload
- Reviewed accruals at grant closure and ensured prompt liquidation of the same.
- Monitored sub-grant reporting and undertook the verification of reported expenditure.
- Provided feedback to supervised staff on their duties and gave advice to them whenever required or necessary
- Had frequent field visits and worked with Program Managers to ensure grant implementation was on course.

Finance Officer, International Rescue Committee, April 2004 to December 2008,

- Reviewed finance payments to ensure that right codes are charged on the correct grant lines, ensured payment vouchers have the correct supporting documents attached to complete a payment.
- Prepared BvA, (Budget Vs Actual) ensuring that all monthly expenditures are reported correctly against the budget lines and formulas are accurate.
- Prepared donor reports, finance reports according to donor regulations in line with IRC finance policy.

References

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