



Ecole Supérieure Panafricaine de Management Appliqué
ESPAM-FORMATION UNIVERSITY
SCHOOL OF WINNERS

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GUIDELINES FOR MANAGEMENT PROCEDURES

**PROPOSED AND APPROVED BY THE UNIVERSITY COUNCIL
JULY 2021**

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Pro chancellor/ president

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PREAMBLE

In accordance with our organizational textbook we have decided to write these management guidelines and procedures in order to present to stakeholders and staff our management principles and procedures. More specifically we want to describe and identify all what it takes to make people who are in charge of different positions to know their duties to identify whatever is necessary for them to achieve so as to be in conformity with the standards, the search for quality, excellence and the goals of the organization.

We therefore present these guidelines in two parts or chapters: the first part is our management principles, the second part is the derivation of the different actions required to activities and sub activities so that the positions holder should know exactly what kind of activities are expected from him, what he has to do, not to do and the different steps to make it in conformity with the goals of ESPAM FORMATION UNIVERSITY

OBJECTIVES OF THE GUIDELINES

The purpose of this Guidelines of Management procedures is to improve the functioning of ESPAM FORMATION and in particular:

- define the steps to be followed in the execution of the main activities of ESPAM FURMATION;
- to trace the circuit that the supporting documents, both internal and external, will have to take;
- define the responsibilities of the various persons in charge at each stage of the execution of operations;
- know the tools that must be available to those responsible for carrying out operations;
- identify the basic types of checks to be carried out a priori or a posteriori: daily, weekly, monthly or annual checks; self-control, hierarchical control, internal and external audit;
- to serve as a training tool for new agents called upon to intervene at various stages of the procedure

UPDATING THE MANUAL

MODIFICATION OF PROCEDURES

The update of the manual can be motivated by:

- changes in the structure or activities of ESPAM FORMATION
- new situations which require the change or improvement of procedures
- changes made necessary by the application of texts and decrees concerning the laws and rules in force in Benin Republic
- changes in the personnel and the tasks incumbent on them
- changes in the organization of ESPAM FORMATION
- the identification of a problem or dysfunction in a procedure

UPDATE METHODOLOGY

When the modification of existing procedures is envisaged, a meeting is called in which all the agents likely to be affected by these modifications must participate. At the end of this meeting, a report is drawn up indicating the following:

- the procedures to be changed;
- the reasons why the changes are requested;
- the person responsible for drafting the new procedures to be included in the Guidelines

The person responsible for drafting the new procedures submits them to the Executive Director who makes any changes he deems necessary before adopting the final text.

PART I: OUR MANAGEMENT PRINCIPLES

- 1) **ESPAM is a private organization working in education sector** with different stakeholders and as such is committed to outstanding academic, social and financial results. Therefore, as a result oriented institution, the general public, the ministries, students, parents, shareholders expect good results from us.
- 2) **ESPAM is neither a non-profit oriented nor a lucrative organization.** Notwithstanding it is not a Non-Governmental Organisation; the aim of ESPAM is not to make profit maximization but to always reach a breakeven point that means not to be working on loss basis. ESPAM must reach a minimum student population, let's say at least 300 with the school fees structure we have now. It must minimize the cost and expenditures to ensure enough added value in order to extend its activities, develop new products and markets, remain standard and pay all its bills etc.
- 3) **ESPAM works under the supervision and inspection of the Ministry of higher education and scientific research of Benin Republic** but also it is bound to maintain international standards to allow our students be recognized all over the world and to evaluate our certificates as equivalent of those given in different countries specifically Nigeria;

- 4) **ESPAM administrative and academic staff must fulfil the minimum professional qualities required for their recruitment** in their position and be able to work on a stress and competitive environment. To be accepted as lecturer a minimum of Master's degree is required. PhD holders and professors are highly recommended.
- 5) **The lecturers are the most important academic staff that a university can have.** The fame of every university depends on the quality of this human capital. They deserve our respect and consideration. They are in charge of education of generations of students. We must protect them from any form of manipulation. ESPAM supports training of the trainers.
- 6) **Everybody must know what to do, how to do it and when to do it** in order to complete the job and cope with the deadlines. Deadlines matters a lot in educational sector. Sometimes we must accept to work overnight and under stress situation
- 7) **Students are our partners, customers and they need our protection**
 - 7.1. **As our partners** we must let them participate to their own training, their own education because today we are dealing with interactive methods of training; we must make them be in a capacity to learn themselves, to make research, to develop themselves'. By so doing they are not just consumers of knowledge: we have to consider them as our partners;
 - 7.2. **As our customers**, students deserve all our concern they must be considered as Kings or Queens that means we must put the interests of students first, but at the same time we must know that they are still our children, our brothers and sisters and we must educate them to behave accordingly. Character is very important.
 - 7.3. **as our children** they need our protection because some of them come into ESPAM in very early age as teenagers to the university. Therefore, we must avoid any practice that should damage their interest so like sexual harassment, insults, asking them to pay money beyond the officially recognized breakdown of fees.
- 8) **Students must always deserve the mark they have been given:** what simply means:
 - 8.1. if he /she is a first class student he/she should be graded first class;
 - 8.2. if he /she is second class lower or even failed it should be known, no matter what it costs. It is not good for their personal development; not good for the education. If they have to repeat they should do it. If they must repeat, let them repeat, if they must write carry over, let them write carry over; Decisions concerning their results must always have been taken collectively, after the deliberation of the jury.
 - 8.3. All students should be treated equitably: the same standards for everybody. The same rigour for all them. Transparency, Transparency, Transparency. They must have the possibility to contest their grade and a committee will be put in place to settle the case.

9 ESPAM is in charge of building the elites of African Nations, and specifically Nigerian elites if we want a better Africa, a better Nigeria we must train and educate them accordingly and without any form of compromising, discrimination and corruption.

10. ESPAM is a bilingual institution what means:

10.1. the same rights and privilege for Francophones and Anglophones

10.2. to set up of a multicultural environment respecting values of different cultures and countries

10.3. the use of French and/or English

10.4. the promotion of pan Africanism mindset

11. ESPAM FORMATION is one: ESPAM has the same guidelines of Management procedures, the same school calendar, the same core values, the same curricula, the same website, sometimes the same lecturers in all the branches and campuses

12 Priority to the use and development of ICT. As a modern university ESPAM needs to use ICT tools, programs and software to facilitate students' admission, to design a standard website, to set up and display students' results, to set up students and lecturers database, to facilitate financial operations, to organize online exam etc.

13. Setting up Distance Learning programs. The use and development of distance learning is more and more necessary because of COVID 19, the impossibility for many workers to come physically to the university premises. It is necessary to reach a maximum of people all over the world and by so doing making economies of scale and reducing the cost of education in this period of economic hardship in the world. ESPAM will try to do its best to cope with this modern trend of making education available to more people;

14. Development of infrastructure: Education must be made in a conducive environment, that means with all what it takes today to make it comfortable. ESPAM needs to invest in modern classrooms with A/C. ESPAM needs a modern library, a modern ICT lab; a modern mass com lab as well as well-equipped classrooms, lecturers' rooms that ESPAM can be proud of. The construction of buildings to host specific departments like law and later on medical studies belong to our goals as far as sponsors are ready to finance it. Last but not least, ESPAM needs to construct new hostels for students. All these infrastructures will carry the name of their sponsors as their legacy.

PART II: GENERAL PRESENTATION OF ESPAM

1) HISTORY OF ESPAM FORMATION UNIVERSITY

Pursing a vocation born in 2009, ESPAM FORMATION also known as Ecole Supérieure Panafricaine de Management Appliqué ensures nationally and internationally the promotion of qualitative education in all facets of the academic environment in Benin Republic

ESPAM FORMATION University is authorized through ACCREDITATION N0 003/MERS/CAB/DC/DPP/DGES/SP/2009 to train students and award Bachelor's degree, Master's degree by the Ministry of higher education and scientific research of Benin Republic. Certificates of ESPAM FORMATION University are recognized all over the world and ore specifically by the evaluation Department of the Federal Ministry of Education Nigeria and National universities commission (NUC) Nigeria. The institution is located at ZONE AMBASSADE, BESIDE HOTEL PALOMA COTONOU, BENIN REPUBLIC.

Two other campuses namely the one in Porto Novo and the other one at ABOMEY CALAVI are for now, officially recognized. ESPAM has no campus in Nigeria

2.) THE VISION OF ESPAM FORMATION

The vision of ESPAM FORMATION is to be among the top 100 World-Class Universities, committed to raising generations of leaders and more specifically entrepreneurs for substantial development of African States for the year 2030

3.) MISSION OF ESPAM FORMATION

- The mission of ESPAM FORMATION is to train, develop and retrain in all areas of social and management sciences, leaders, managers in order to increase and specialize their skills.
- Raise a generation of entrepreneurs through a qualitative and quantitative education economy sustainability.
- Carry out research action on subject related to management, economic development, micro-finance and other sectors of the social science.
- Develop new training programs, new products and markets that can give global standards.
- Advice private and public institutions through consulting programs.
- Ensure short-term trainings related to the use of ICT in the audio-visual and computer graphics.

4.) FOUNDING PHILOSOPHY OF ESPAM FORMATION

In response to the demand of globalization, which has shifted the mindset of states to productivity and calls for innovation and creativity, ESPAM Formation is built on the following philosophical platform:

- Develop skills for competitive advantage
- Develop skills for self-reliance citizens
- Develop knowledge for sustainability in the labour market
- Develop leaders in all facets of organization

This is reflected in our motto: **‘ESPAM FORMATION SCHOOL OF WINNERS’**

5.) OBJECTIVES OF ESPAM FORMATION

The objectives of the ESPAM FORMATION University are to:

- provide a conducive learning and training environment
- train, develop and retrain in all areas of social sciences, senior and middle managers in order to increase and specialize their skills.

- carry out research action on subject related to management, economic development, micro-finance and other sectors of the social science for advancement knowledge and practical application to solve practical life problems.
- develop new training programs, new products and markets that can give global standards.
- advice private and public institutions through consulting programs.
- Ensure short-term trainings related to the use of ICT in the audio-visual and computer graphics

6.) THE CORE VALUES OF ESPAM FORMATION

ESPAM FORMATION UNIVERSITY core Values are: Capacity Building, Integrity and Responsibility.

6.1. CAPACITY BUILDING

Our capacity building means our commitment to academic and personal development of our students in all facets of life through our entrepreneurship programme which is reflected in our mission, vision and objectives.

6.2. INTEGRITY

At ESPAM FORMATION UNIVERSITY we are bend to train students towards the value of integrity in moral and social aspects demonstrated in our academic and extra curriculum activities.

6.3. RESPONSIBILITY

Inculcating a sense of responsibility for effective leadership skills has always been our primary motive for creating our future leaders. At ESPAM students are compel to dress properly, respect all constituted authority, not to be late for classes or school events etc.

6.4. EXCELLENCY

ESPAM is called citadel of learning, we strive for excellence in all facet of life our students are well trained morally, socially, and spiritually and can compete with others.

6.5. ESPAM IS AN INSTITUTION

That means ESPAM exist beyond individuals and functions with rules and regulations, has management guidelines and policies to be followed by everybody for the goodness of the institution.

6.6. WE BELIEVE AND TRUST IN GOD AT ESPAM

Without being a confessional university, we strongly believe that God is always in our side. Thanks for all what he is doing for us. To God be the glory.

7.) OUR TRAINING PROGRAMS AND OUR TARGET

ESPAM FORMATION UNIVERSITY trains for self-employment and employability so as to ensure credibility between the trainees and the society. Each espamite should be able to create his/her job through our entrepreneurship programs

There are three categories of training at the ESPAM –FORMATION

- through physical classes
- through distance learning

7.1. PHYSICAL TRAINING

It is done through face to face classes on the different campuses of ESPAM

7.2. DISTANCE LEARNING

It is done through online courses (Webinar, audio, e-book, etc.) with the use of ICT. However, periodic and compulsory meeting are organised. All exams being done physically. Also due to COVID 19 we must adapt our training methods in order to reach a large number of people specifically those of the middle class and women

8. OUR DEGREES: BACHELORS/MASTERS

OUR BACHELORS AND MASTERS PROGRAM

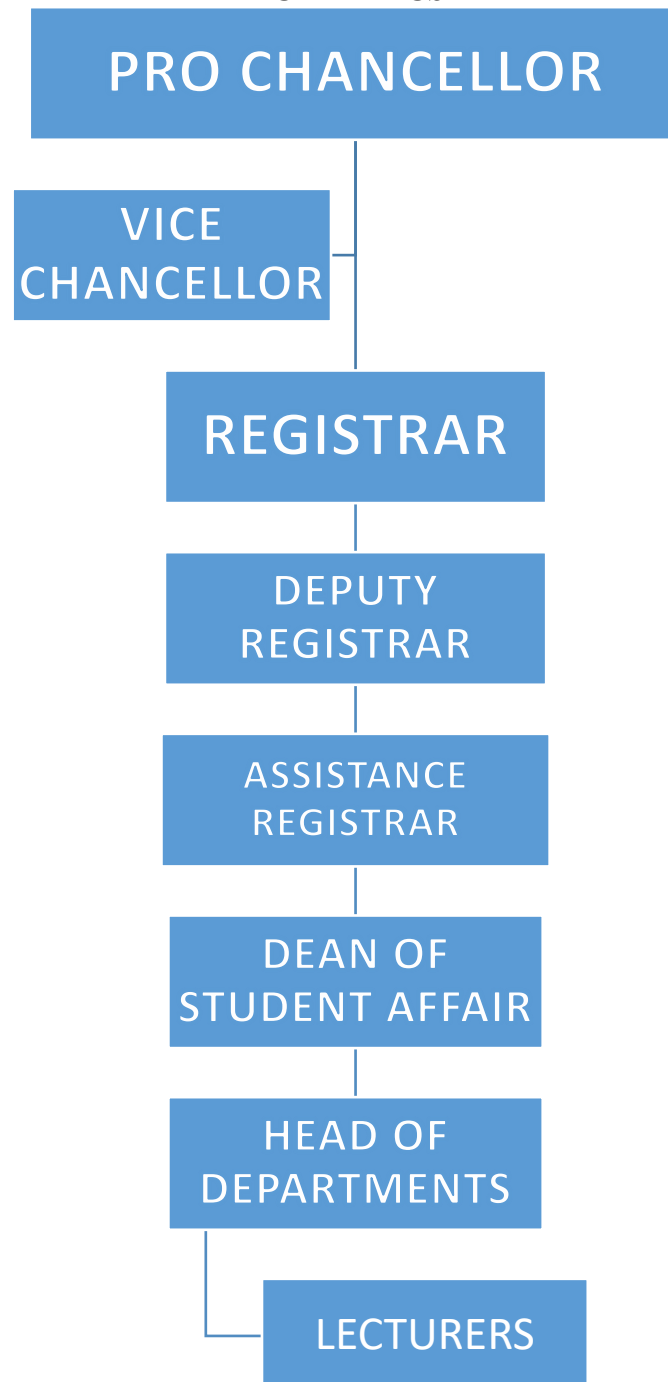
1. COMPUTER SCIENCE
2. MASS COMMUNICATION
3. INTERNATIONAL RELATIONS
4. BUSINESS ADMINISTRATION
5. HUMAN RESOURCE MANAGEMENT
6. ACCOUNTING
7. ECONOMICS
8. BANKING AND FINANCE
9. COMMUNITY HEALTH
10. PUBLIC HEALTH
11. ENVIRONMENTAL HEALTH
12. AUDIT AND CONTROL MANAGEMENT
13. LOCAL GOVERNMENT DEVELOPMENT
14. POLITICAL SCIENCE

9. THE SERVICES WE OFFER

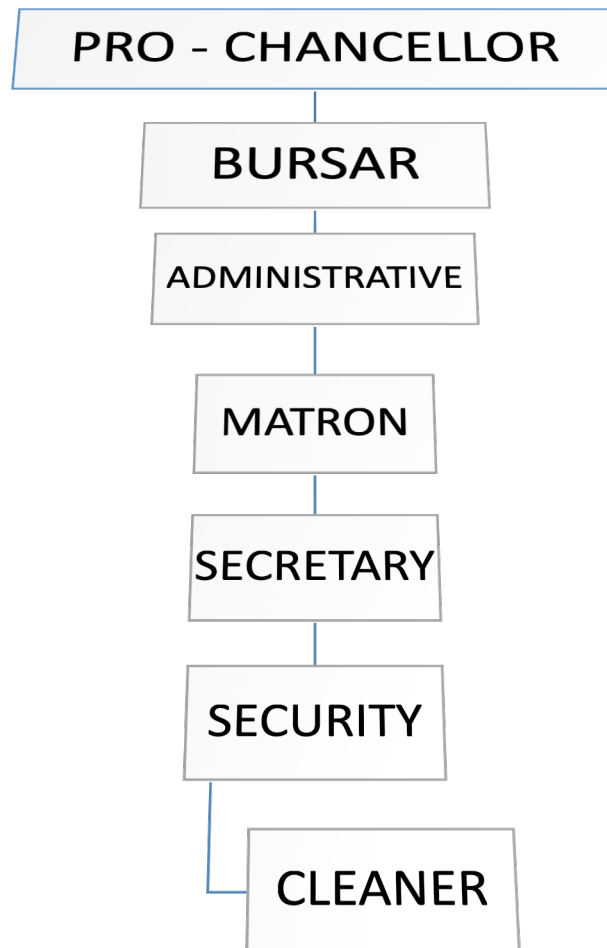
- TRAINING
- RESEARCH ACTION FOR DEVELOPMENT
- MANAGEMENT CONSULTANCY
- THE INTEGRATION OF YOUNG PEOPLE INTO THE GLOBAL ENVIRONMENT

PART III: DETAILED JOB DESCRIPTION AND ACTIVITIES

ESPAM ORGANOGRAM ACADEMICS



ESPAM ORGANOGRAM ADMINISTRATION



THE CHANCELLOR

The Chancellor is a visiting Prof / Administrator and the Chief executive of the University. He/ She is committed to the well - being of the University.

DUTIES OF THE CHANCELLOR

He/ She

1. has the highest honorary function in the organization;
2. is appointed according to his/her social and economic merit and commitment towards ESPAM Formation University;
3. represents ESPAM to different institutions whenever needed in Benin Republic and/ or in Nigeria and all over the world.
4. participates to highlight the glory of the school wherever he/she is;
5. participates in all matriculation and convocation ceremonies as Special Guest and can invite any other dignitaries and philanthropists;
6. works jointly under the supervision of the VC.

TERM:

3 years, renewable.

QUALITIES OF A GOOD CHANCELLOR

1. Must be diplomatic
2. Must be financially fit
3. Must be well connected
4. Socially oriented
5. Philanthropist
6. Must be trust worthy
7. Amiable and approachable

VICE CHANCELLOR

The Vice-Chancellor is the Chief Academic Officer of the University.

He/ She is committed to the overall academic well - being of the University.

DUTIES OF THE VICE CHANCELLOR

He/she

1. Responsible for the academic operations of the University.

2. As the apex of decision making in ESPAM FORMATION the Vice Chancellor exercises final authority and power in all policy, legal, administrative and financial matters of the University.
3. Guides and directs the University's academic activities, in association with the registrar.
4. He/she has the overall responsibility for the policies and operations of the University
5. Manages finance, academics, staff and infrastructure
6. Ensures smooth running of the school
7. Liaise with different ministries of education specifically of Benin and Nigeria and also NYSC to ensure the accreditation of curricula and good relationship with authorities
8. Seeks and maintains partnership with other international bodies and universities
9. Delegates duties to all staff to accomplish the common goal of the organisation
10. Is appointed by the founder/ pro chancellor if needed or by the board of Directors
11. Must satisfy the necessary administrative and academic qualifications requirements for the position (at least PhD holder or professor).
12. Can be assisted by the Deputy vice chancellor in charge of academics and/ or Deputy Vice Chancellor in charge of administration and external relations.
13. Can create any position in the organization to facilitate its management, its growth and welfare

QUALITIES OF A GOOD VC

1. Must be a good coordinator
2. Must not be bias
3. Intellectually sound
4. Dynamic
5. Hardworking
6. Bilingual
7. Diplomatic
8. Must be presentable

TERM:

5 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD: FULL TIME POSITION

DEPUTY VICE CHANCELLOR IN CHARGE OF ACADEMICS

The Deputy Vice Chancellor is the number one officer of the VC and is supposed to replace him if needed to run the overall management of the University. He must be fully committed to academics of the University jointly with the Registrar

DUTIES OF THE DEPUTY VICE - CHANCELLOR

HE/SHE

1. Assists the VC in all matters concerning academics, program design, jointly supervises the lecturers with the registrar.
2. Must write monthly report to the VC
3. Jointly supervises the infrastructure with the Bursar the Library classrooms, hostels.
4. The VC can give him or her any other activity or mission to the interest of ESPAM.
5. He/she manages lecturers, fix and makes constant meeting with lecturers, check lecturer materials/handouts and make sure they are submitted before they start lectures, gives monthly report about lectures to the VC.
6. Precedes over the disciplinary council of the University.

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD: FULL TIME POSITION

QUALITIES OF A GOOD DEPUTY VC

1. Must be a good coordinator
2. Must not be bias
3. Intellectually sound
4. Dynamic
5. Hardworking
6. Bilingual
7. Diplomatic

REGISTRAR

He/she is among the Chief Administrative Officer of the University and oversees the administrative efficiency of the University, engaging and implementing of the school policies and regulations. He/ She is committed to the academic well - being of the University

DUTIES OF THE REGISTRAR

He/she

- 1 In charge of the academics in its day – to – day management.**
 - 1.1 To check the availability of students
 - 1.2 To check the availability of lecturers
 - 1.3 To check the availability of class rooms
 - 1.4 Proposes the curricula of the different departments
 - 1.5 Ensures smooth running of lectures
 - 1.6 Ensures student attendance and punctuality.

2 Works as Registrar for all campuses of ESPAM FORMATION

- 2.1 Ask for weekly report of the campus
- 2.2 To make reminder for academic activities
- 2.3 To remind and follow up of the school calendar

3 Manage students' activities and files

- 3.1 Manage student upcoming /ongoing activities
- 3.2 Records of potentially new students
- 3.3 Records of all students in a platform
- 3.4 Supervise the administrative and academic aspects of project defence
- 3.5 He/she must have the database of all the students

4 Manage Lecturers activities and files

- 4.1 Check the topics taught by each lecturers
- 4.2 Confront the topic taught with the curricula
- 4.3 Address the lecturer in case of absence
- 4.4 Propose lecturer's contracts
- 4.5 Make sure lecturers hand - out are available before their classes
- 4.6 Proposes the recruitment of qualified lecturers
- 4.7 He/she must have the database of all the Lecturers

5 In charge of the supervision of the SUG

- 5.1 Design jointly with the VC the rules and regulations of the SUG
- 5.2 Work closely with the Dean of the students Affairs in electing the SUG officials
- 5.3 Preside over the elections of the SUG members, Miss and Mister ESPAM

6 In Charge of Final year student Projects

- 6.1 Allocate students to supervisors
- 6.2 Ensure that supervisor supervises their students with integrity and academic excellence
- 6.3 Moderate project topic for the benefit of the student, school and research programs
- 6.4 Must publish the list of students, their topic and supervisor and ensure that the defence ceremony is public

7 Mobilization of students for Graduation and NYSC

- 7.1 Produce relevant documents for students' mobilization for NYSC at least twice a year namely for two badges
- 7.1 Collaborates with the VC for the production and signature of all certificates
- 7.2 Provide all necessary documents before the signing of the certificate (Project defence form, academic clearance, financial clearance etc)

- 7.3 Make sure certificate are submitted for signing one week for proper investigation by the management

8 Conducting of Examination

- 8.1 Work closely with the deputy, vice chancellor to make sure academic standard is achieved during the examination
- 8.2 Attend to any difficulties during the examination period
- 8.3 Enforces discipline and good conduct specifically during exam to avoid malpractice.

9 Contribution to Matriculation and Convocation Ceremony

- 9.1 Supervise the organisation and implementing of Matriculation and Convocation
- 9.2 He/she works with the bursar for the production of convocation and matriculation booklet in a very good design and printing quality
- 9.3 He /she must make sure that the matriculation and convocation booklet is available at least two days at the University premises for distribution to invitees
- 9.4 He/she is in charge of presenting students for matriculation and convocation

10 Organises and sets up alumni student organisation

- 10.1 The Registrar organises and sets up the students Alumni with the help of the Dean of students Affairs
- 10.2 He/she should be able to organise a platform for all alumni

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD: FULL TIME POSITION

QUALITIES OF A GOOD REGISTRAR

- 1. Must be dynamic
- 2. Put the interest of the organization first
- 3. Must have charisma
- 4. Must be hardworking
- 5. Confidentiality
- 6. Committed
- 7. Intellectually sound
- 8. Result oriented
- 9. Must be diplomatic
- 10. Respectful
- 11. Must not be biased regardless of views, religion, tribe etc.

DEPUTY REGISTRAR

He/she works closely with the Registrar and is among the Chief Administrative Officer of the University and oversees the administrative efficiency of the University, engaging and implementing of the school policies and regulations. He/ She is committed to the academic well-being of the University.

DUTIES OF THE DEPUTY REGISTRAR

He/she

1. In charge of school calendar and time table.

- 1.1. He takes information from the Registrar, the Dean of the students Affairs, the Head of Departments and the SUG;
- 1.2. The calendar must involve the activities and public holidays
- 1.3. Time table must be done at least two weeks before the resumption

2. Collation of student results.

- 2.1 Ensure that all lecturers submit their results at least two weeks after the examination
- 2.2 All the scripts are marked and submit within the school premises
- 2.3 All the results are deliberated before pestering it
- 2.4 The deliberation of results will be done by the Registrar and the VC one week after the marking

3. In charge of monthly reports of the Registrar

4. **Information concerning the academic activities**, the student's registration, the statistics of students' population, must be put in the following format: Gender, Department, level, new comer, staylites etc.
 - 4.1. To compute these results, the close collaboration with the registrar is highly expected

5. Monitors the Submission and reception of exam questions on time.

- 5.1 send reminder to Lecturers to two weeks before the examination date
- 5.2 prepare all examination materials (answer script, envelop, etc)
- 5.3 prepare the examination time Table later one week before the examination

6. In charge of students archives and files

- 6.1. send messages to remind lecturers to pick up their script for marking on the sport
- 6.2. propose Financial reports with the bursar on examination activities (invigilation, marking etc.)

7. Supervision of marking of exam scripts on time.

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

QUALITIES OF A GOOD DEPUTY REGISTRAR

1. Must be dynamic
2. Put the interest of the organization first
3. Must have charisma and character
4. Must be hardworking
5. Confidentiality
6. Committed
7. Intellectually sound
8. Result oriented
11. Must not be biased regardless of views, religion, tribe etc.

BURSAR

The Bursar is responsible for ensuring financial prudence in the allocation and utilization of the financial resources of the institution. This involves coordination, control and periodic evaluation of the financial system of the University, including collection and recording of student's teller, and taking cash when necessary.

DUTIES OF THE BURSAR

He/she

- 1. Works jointly with the VC.**
 - 1.1. Inform about any change in the financial situation of ESPAM
 - 1.2. Contribute to set up the school budget
 - 1.3. Works for a good realisation of the annual budget
- 2. Represents the VC in all financial matters affecting the school.**
 - 2.1. Payment of bills
 - 2.2. Payment of debts and arrears
 - 2.3. Relationship with all kinds of suppliers

- 2.4. Relationship with the bank system
- 2.5. Relationship with CNSS (Benin national Security Authority)
- 3. Gives financial records and reports monthly.**
 - 3.1. Statement and records of payment
 - 3.2. Informs about outstanding bills
 - 3.2 Informs about the realisation of the budget
- 4. Issues receipts to the students.**
 - 4.1. Check accordance of students receipts with the bank alert
 - 4.2. Informs about possible cash payments
 - 4.3. Makes sure that money is paid to the school account
- 5. Payment of different utility bills.**
 - 5.1 Payment of all utilities necessary to smooth running of the school
 - 5.2. Payment of bills related to matric and Convocation
 - 5.3. Payment of Security staff
 - 5.4. Payment Electricity and water bills
 - 5.5. Payment of Hostel
- 6. Manage lecturer and staff payroll**
 - 6.1 All matters relating to salary
 - 6.2 Set up of the payslips
- 7. Manages the administration of infrastructure**
 - 7.1. Manage the administration of hostels
 - 7.2. Manage the administration of classrooms
 - 7.3 Is in charge of all the keys in different places
 - 7.4. is in charge of maintenance and cleaning of the university
- 8. Manages medical utility for students.**
 - 8.1 Take care of the maintenance of the sick bay
 - 8.2. Supervise all medical activities
- 9. Manages security and police affairs when necessary.**
 - 9.1. Represents ESPAM by Police authorities
 - 9.2. In charge of the security in and around ESPAM
- 10. Control financial situation of all campuses across the country.**
 - 10.1. Give financial report of all the campuses
 - 10.2. Visit the different campuses to make inquiries
 - 10.3. Has access to all financial documents of campuses
- 11. In charge of student clearance**
 - 11.1. Gives financial clearance before signing the certificates
 - 11.2. Gives financial clearance before sending of students to NYSC

12. Help for the production of balance sheet and other financial document

- 12.1. For internal use
- 12.2. For fiscal authorities
- 12.3. For other stakeholders

13. **Payment of every purchase** (gadgets, computers, printers, inks, paper etc.) when needed.

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD: FULL TIME POSITION

QUALITY OF A GOOD BURSAR

- 1. Must be honest
- 2. Must be transparent
- 3. Must have integrity
- 4. Must be accountable
- 5. Must be confidential
- 6. Professionalism
- 7. Trustworthy
- 8. Must put the interest of the organization first
- 9. Must be reliable
- 10. Must be dynamic

ASSISTANT REGISTRAR

DUTIES OF THE ASSISTANT REGISTRAR

He/she

- 1. **In charge of student recruitment, affairs and welfare;**
 - 1.1. Maintain contacts with different agents
 - 1.2. Help the VC to discuss about the MoU

- 2. Ensure good relationship with external bodies especially with NYSC**
 - 2.1. In charge of matters related to the Federal Ministry of Education in Abuja
 - 2.2. Is the personal representative of the VC in ABUJA
 - 2.3. Is in charge of students' mobilization
- 3. Can propose to VC possible win- win partnership with external bodies**
 - 3.1. Partnership for PhD honorarium
 - 3.2. Any other financial partners
- 4. Make sure any job or errands entrusted to him by the VC and the Registrar are carried out.**

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

QUALITY OF A GOOD ASSISTANT REGISTRAR

1. Must be honest
2. Must be transparent
3. Must have integrity
4. Must be accountable
5. Must be confidential
6. Professionalism
7. Trustworthy
8. Must put the interest of the organization first
9. Must be reliable
10. Must be dynamic

SPECIAL TECHNICAL ADVISER

DUTIES OF THE SPECIAL TECHNICAL ADVISER

He/she

- 1. In charge of matters involving the Ministry of higher education and scientific research in Benin republic.**
 - 1.1. works as the personal representative of the VC at MESRS
 - 1.2. Files are entrusted to him to finalize
 - 1.3. Is judge according to the performance of its lobbying

2. **In charge of conflict arising by payment of taxes and social allowances of the personnel by the ministry of Finance of Benin.**
 - 2.1. Works as our personal representative
 - 2.2. Can be entrusted files to bring to the authorities
 - 2.3. Is judge according to the performance of its lobbying
3. **Can be charged by the VC to represent ESPAM formation by the court, the police or any other authority in Benin Republic.**
 - 3.1. Works as our personal representative
 - 3.2. Can be entrusted files to bring to the authorities
 - 3.3. Is judge according to the performance of its lobbying
4. **Makes sure any job or errands entrusted to him by the VC are carried out.**

TERM:

1 year, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

1. Must be honest
2. Must be transparent
3. Must have integrity
4. Must be accountable
5. Must be confidential
6. Professionalism
7. Trustworthy
8. Must put the interest of the organization first
9. Must be reliable
10. Must be dynamic

DEAN OF STUDENTS AFFAIRS

Responsibilities and Duties:

1. Assist in the implementation of policies, regulations, guidelines, and procedures pertaining to student behaviour and attendance.
 - 1.1 Work with the registrar in matters pertaining to policy implementation among students.
 - 1.2 Work with the registrar with matters concerning regulations, guidelines, and procedures pertaining to student behaviour and attendance
 - 1.3 Report deviate behaviour to the Registrar
2. Assist in maintaining discipline throughout the student body and participates in disciplinary hearings when applicable.

- 2.1 Liaison with Registrar on behalf of the students
3. Assist the Registrar in the planning, implementation and evaluation of instructional programs; i.e. student related data, lecturers, parents, staff etc
 - 3.1 Report any indisciplinary act of the students to the Registrar
 - 3.2 Orientate students on the rules and regulations of the school
 - 3.3 Assist the registrar in setting up disciplinary panel for disciplinary hearing
4. Address moral behaviour referrals and maintains appropriate documentation.
 - 4.1 Assist the Registrar in documenting student's data
 - 4.2 Give weekly report to the Registrar on student's documentation
 - 4.3 Assist the Registrar in maintaining morals within and outside the school premises
5. Assist lecturers with behaviour management plans and strategies.
 - 5.1 Assist the Registrar in planning and giving orientation guide for lecturers.
 - 5.2 Check lecturer's behaviour towards students
 - 5.3 Help lecturer in program development
6. Serve as an instructional resource for intervention and equity services to support the development and growth of equitable systems and practices within the school.
 - 6.1 Expand learning opportunities for students. (Excursion etc)
 - 6.2 Involve in the extra curriculum activities of the student
 - 6.3 Help students in planning their activities through the SUG office
7. Serve as a member of the management team.
 - 7.1 Work with the management in implementing management policies
 - 7.2 Facilitate collaboration with management and students
8. Work with the Registrar by providing guidance and motivation for student success and in collaboratively developing plans for students who struggle.
 - 8.1 Check students' academic performance with the Assistance Registrar
 - 8.2 Assist the student in their academic activities
9. Coordinate and facilitate restorative practices approach to discipline and serves as a liaison with coordinators in other campuses to support a systemic approach.
 - 9.1 Contact campus coordinators for programmes
10. Communicate with students, parents, and staff in a timely manner regarding student behaviour and attendance.
 - 10.1 Work with the matron in check students' welfare
 - 10.2 Contact parents on deviate behavior of students
 - 10.3 Report any deviate behavior from students, lecturers etc to the Registrar

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

Qualities

1. Must be honest
2. Must be transparent
3. Must have integrity
4. Must be accountable
5. Must be confidential
6. Professionalism
7. Trustworthy
8. Must put the interest of the organization first
9. Must be reliable
10. Must be dynamic

ADMINISTRATOR

The Administrator is the officer in charge of the respect of discipline and maintenance of material in the University.

DUTIES OF THE ADMINISTRATOR**ADMINISTRATOR****1. Is in charge of ensuring student attendance**

- 1.1. do copies of student attendance
- 1.2. Give attendance to student representatives
- 1.3. Collects attendance from students

2. Is in charge of ensuring lecturers' attendance

- 2.1. Do copies of lecture attendance
- 2.2. Give attendance to lecturers
- 2.3. Collect attendance from lecturers

3.Is in charge of ensuring students dress code

- 3.1 checks student dress code
- 3.2 make sure they are correct before allowing them into classes

4.Is in charge of ensuring staff attendance

- 4.1. Check staff attendance book
- 4.2. Must have the contacts of all lecturers
- 4.3. Make them a call after fifteen minutes' delay
- 4.4. Inform the management if lecturers are not available or have changed the time table

5. In charge of ensuring infrastructure maintenance

- 5.1. Goes to classes many times a day for physical inspection
- 5.2. check if everything is intact specifically class, white board and other electrical equipment.
- 5.3 Make sure fans and light are off after class

6. Is in charge of ensuring, monitoring, distribution of lecture coverage booklet.

- 6.1. Give each lecturer coverage booklet
- 6.2 collects booklet after properly filled

QUALITIES OF A GOOD ADMINISTRATOR

- 1. Must be punctual.
- 2. Must be well dressed and be a model for the student.
- 3. Must not be biased.
- 4. Must always be presentable.
- 5. Must be discipline
- 6. Must be diplomatic.
- 7. Must be polite.

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

THE LIBRARIAN

Academic librarianship is a people-focused role, requiring individuals to manage learning resources while keeping the library users' needs in mind.

1. Selecting, developing, cataloguing and classifying library resources

- 1.1 select library resources
- 1.2 develop library resources
- 1.3 cataloguing library resources
- 1.4. Classifying library resources

2. Answering readers' enquiries

- 2.1 attend to readers
- 2.2 answer all readers' questions
- 2.3. develop a questionnaire for readers' satisfaction and complaints

3. Using library systems and specialist computer applications

- 3.1 use library systems of searching authors and items
- 3.2 know how to use computer application

4. Liaising with departmental academic staff, external organizations and suppliers

- 4.1 works with departmental academic staff to update books
- 4.2 contact external organizations for any update books or applications
- 4.3 in contact with suppliers In case books are needed

5. Ensuring that library service meet the need of our users (e.g. staff, postgraduate students)

- 5.1 check whether the library books are up to date
- 5.2 makes sure the chairs are conducive
- 5.3 makes sure the library is clean
- 5.4 makes sure the library is well ventilated

6. Developing IT facilities

- 6.1 works with computer department to develop IT facilities
- 6.2. Test the reliability of the developed software

7. Assisting readers to use computer equipment, conduct literature searches etc.

7.1. Makes sure readers can use computer equipment

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

QUALITIES OF A GOOD LIBRARIAN

1. Must be honest
2. Must be transparent
3. Must have integrity
4. Must be accountable
5. Must be confidential
6. Professionalism
7. Trustworthy
8. Must put the interest of the organization first
9. Must be reliable
10. Must be dynamic

SICK BAY ATTENDANT

The Sick Bay attendant is a visiting Medical Practitioner. (Nurse/ Doctor)

DUTIES OF THE SICK BAY ATTENDANT

He /She

1. Provide first aid treatment to injured or ill student, staff and visitor

1.1 when any student or staff are brought in injured or sick, the sick bay attendant brings them in and attend to them.

1.2. He immediately provides first aid treatment

2. Assess condition and when necessary send patient home, to doctor or to hospital

2.1 check sick or injured patients

2.2 give them first aid treatment

2.3 if the condition didn't get better he or she refers them to the clinic or hospital or send them home

3. Supervise student taking medications (with parent consent if needed)

3.1 prescribe medication (with parent consent)

3.2 monitors student under medication

3.3 inform parents when necessary about the health improvements of the students

4. Arrange appropriate storage of medications

4.1 arrange medications

4.2 stores medication well

4.3 check and update medications

4.4 remove expired ones and replace used medications

5. Prepare students medical reports

5.1 write student medical history

5.2 update student medical history often

5.3 Gives monthly student medical report

5. Organize and facilitates training in first aid for student and staff

6.1 organize first aid training for student and staff every semester

7. Notify the management in case of contagious sickness

7.1 always keep record of sickness

7.2 report any contagious sickness

7.3 make sure student or staff are properly isolated if needed

TERM:

He / She has a 3 years' renewable appointment with the school.

WORKLOAD:

UNDER CONTRACT.

QUALITIES OF A GOOD SICKBAY ATTENDANT

1. Must have integrity
2. Must be confidential

3. Professionalism
4. Trustworthy
5. Must be reliable

SECRETARY

DUTIES OF THE SECRETARY

He/ She

- 1. Assists different department/offices/position in the organization with errands.**
 - 1.1. She must be able to deliver messages
 - 1.2. she must be able to take instruction from different offices
 - 1.3. She is responsible for all notices on the notice board
- 2. Assists different department/offices/position in the organization with emails.**
 - 2.1. Take care of letters, send messages through WhatsApp, emails to lecturer, students and parents
 - 2.2. she must have the contracts of student lecturers, staffs and parents
- 3. Assists different department/offices/position in the organization with different reports.**
 - 3.1. She must provide the report of visitors to the registrar
 - 3.2. She must write the minutes of different meetings
 - 3.3 She must always have the report of the last meetings
- 4. Assists different department/offices/position in the organization with typing.**
 - 4.1 Assist different department/offices in typing of documents
 - 4.2 Type report on meetings
- 5. Attends to visitors before directing them to the appropriate offices.**
 - 5.1 She must be able to have a report and data of all the visitors
 - 5.2 Show visitors the offices to visit
- 6. Keeps minutes of every meeting.**
 - 6.1 Write minutes of all meetings
 - 6.2 Attend all meetings
- 7. In charge of archives of the organization.**
 - 7.1 keep files with Deputy Registrar
 - 7.2 keep files of students

Qualities of a good Secretary

1. Confidentiality
2. Must be well dressed, good looking and attractive.
3. Must have good communication skills
4. Must be bilingual French/English
5. Must be punctual
6. Must be flexible and be able to work under stress

7. Must be smart

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

MATRON

DUTIES OF THE MATRON

She

- 1. Manages all the affairs of the student in the hostel.**
 - 1.1 Makes sure the hostel is properly cleaned
 - 1.2 Refuses are properly disposed
 - 1.3 Makes sure keys, bulbs, doors and other hostel equipment are intact.
- 2. Gives weekly report of activities in the hostel to the Bursar.**
 - 2.1 Reports of student available in the hostel
 - 2.2 Utility bill reports (Electricity, water, etc.)
 - 2.3 Reports about student travel, sickness, indiscipline etc
- 3. Allocates room and space to the students in the hostel after presenting proof of payment.**
 - 3.1 Check the student receipts
 - 3.2 Confirm the payment from the bursar
 - 3.3 Allocate room to student.
- 4. Enforces rules and regulations that was signed by the students**
 - 4.1 Gives every new student a copy of rules and regulations for signing
 - 4.2 Collects the copy for filing
 - 4.3 Sends a copy to the school and keep a copy
 - 4.4 Makes sure the rules and regulation are enforced which include time of opening and closing the hostel gate, schedule for cleaning the hostel, cooking at designated location.
- 5. Supervises and make sure student attend classes when due and not stay in the hostel without tangible reason.**
 - 5.1 The matron keeps a copy of the time table
 - 5.2 Checks time to time if any student is skipping lectures
 - 5.3 Find out reason for skipping classes
 - 5.4 Encourages student to always attend lectures.

QUALITIES OF A GOOD MATRON

1. Must have a motherly character
2. Must be have good listening ear
3. Must be lovely
4. Must be confidential
5. Must be able to enforces rule and regulations in the hostel
6. Must be patient

TERM:

3 years, renewable.

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

WORKLOAD:

FULL TIME POSITION.

SECURITY

DUTIES OF THE SECURITY

1. **Secures** lives and properties of the institution
2. Enforces proper dress code by the student
3. Checks student access cards
4. Enforce Covid 19 guidelines, use of face mask, washing of hands and use of hand sanitizers.
5. Makes sure student, lecturers and staff doesn't pollute the environment.

TERM:

Depends in the Contract

INCOMPATIBILITIES:

Cannot occupy similar position in another university.

LECTURERS

Lecturers are the most important academic staff that a university can have. The fame of every university depends on the quality of this human capital. They deserve respect and consideration. They are in charge of the education of generations of students. We must protect them from any form of manipulation. ESPAM supports training of the trainers.

He/she

- 1. Must submit CV and handouts before any contact with students.**
 - 1.1. the lecturer signs a contract with the Registrar after his /her appointment
 - 1.2. Necessity for the lecturer to display its handouts and make it available
 - 1.3. Necessity to give his/her CV to the Registrar for proper screening
- 2. Must be of good conduct**
 - 2.1. respect of moral and professional ethic
 - 2.2. must keep professional secrets
 - 2.3. Avoids exposing his/her privacy to students during contacts
 - 2.4. Private contacts with students must be limited
 - 2.5. Should not discuss salary with students.
- 3. Must be well dressed always**
 - 3.1 Avoid jeans and choose adapted dressing
 - 3.2 Modern and traditional cloth are accepted
 - 3.3 Avoid to look like students
- 4. Must be punctual**
 - 4.1. Always come on time
 - 4.2. Begins lecturing on time even with student
 - 4.3. Must fill the necessary documents presented by the management
 - 4.4. Must inform the management by any delay on time
- 5. Must submit test and exam questions on time**
 - 5.1 Latest one week after exam time
 - 5.2 Must remain available all the time
- 6. Must submit exam scripts and record sheets on time.**
 - 6.1 Lecturers are aware of the exam calendar and time table
 - 6.2 At least two different tests must be presented to the management for choice
 - 6.3 All the exam program must be round up on time
- 6. Must pick exam scripts for marking on time**
 - 6.1. Exam scripts remains available for marking two weeks after the completion of exam
 - 6.2. The Deputy Registrar is in charge to hand over the exam scripts
- 7. Must be available every time for student calls and questions.**
 - 7.1 The phone number of a lecturer is displayed
 - 7.2 Availability is part of professionalism
- 8. Must not take the students to other universities**
 - 8.1 Loyalty is very important in education sector
 - 8.2 Students are not to be sent from one place to another
 - 8.3 Students should not be used as private assets of anybody
- 9. Must sign a lecturing contract before beginning of any course**
 - 9.1 Template of lecturing contracts are always available

9.2 The contract signed must be sent to bursar for acknowledgment

10. Must be ready to have lectures from Monday to Saturdays.

10.1 Lecturers must give their availability to the Deputy Registrar

10.2. The management requires sufficient contact with students

10.3 Everyday ESPAM must acknowledge flows of students to maintain the learning industry

QUALITIES OF A GOOD LECTURER

1. Must be master of the class
2. Must be academically sound
3. Must have good teaching methods
4. Must be well dressed
5. Must understand individual difference among students
6. Must have authority in the class
7. Must be ready to accept evaluation from students

CORDINATORS OF CAMPUS (FRANCHISEE)

In order to realize growth and extension of its activities all over the country and make use of geographical opportunities ESPAM has decided to open branches in strategically located places through franchise strategy. Franchise contract are given to partners who will create added value to the school and maintain the standard of the school.

These branches are strategically located to meet the local needs while keeping global standards. For now, ESPAM has two external campuses namely the PORTO NOVO Campus and the ABOMEY CALAVI Campus but more branches are expected to be opened in future.

These campuses are headed and run by coordinators (Franchisee's) who are also financial partners to the University

DUTIES AND RESPONSIBILITIES OF CORDINATORS (FRANCHISEE)

1 LEGAL DUTIES

Every partners will be legally bided by law in order to avoid a breach of contract as we believe here at ESPAM Formation University a win – win strategy for a better working relationship. Partnership is bound by a signed MoU by both partners witnessed by selected members of both partners and also signed by the court of law here in Benin.

In this legal entity the following responsibilities are expected to be observed and agreed by both coordinators:

- 1.1 Coordinators are expected to show location of the branch
- 1.2 Coordinator are expected to pay the Initial payment as agreed by partners
- 1.3 Coordinators are expected to follow management guidelines

- 1.4 Coordinators are expected to pay their agreement as at when due

2 ACADEMIC DUTIES

- 2.1 Oversee that students are properly trained in accordance to the school curriculum from the headquarter
- 2.2 Oversee that lecturers are good qualified for academic programmes
- 2.3 Provide a conducive academic environment for student learning process
- 2.4 Ensure that the library is well equipped with books, journal etc. to enhance learning
- 2.5 Ensure an ICT laboratory to support learning
- 2.6 Ensure student in their campuses attended classes for their lectures
- 2.7 Coordinators must follow the common school calendar

3 DATA MANAGEMENT

- 3.1 Coordinators must prepare the data base of the students in the format required by the Ministry of Higher Education Benin and submit it on time to the Registrar every time upon request.
- 3.2 The coordinators must give the database of their students two weeks before the first semester examination and two weeks before the second semester examination
- 3.3 Coordinators must prepare the database of lecturers in the format required by the Ministry of Higher Education Benin and submit it on time to the Registrar

4 ADMINISTRATIVE DUTIES

- 4.1 Coordinators are allowed to give provisional admission letters and later get the definite admission letters from the head quarter when the students have fulfilled the other administrative requirements.
- 4.2 Coordinators are to ensure the record of their students' /lecturers attendance for record purposes
- 4.3 Coordinators are to ensure student in their campuses obeys the rules with respect to the dress code of the headquarters.
- 4.4 Coordinators are to ensure infrastructure maintenance for safety
- 4.5 Financial reports must be made to facilitate the proper records required by the tax administration of Benin Republic
- 4.6 Periodical internal inspections must be made possible with the main campus

5 GRADUATING STUDENTS (PROCEDURE)

- 5.1 Coordinators are expected to submit their final year students who are eligible to defend their project their thesis two weeks to the Registrar before the project date.
- 5.2 Coordinators have to convey all the project defence student to defend at the same time with the main campus.

6 CONVOCATION AND MATRICULATION

- 6.1 The coordinators are to help in preparation of the ceremony. Initiatives from the coordinators are welcomed.
- 6.2 Awardees from the coordinators must be presented to the Vice – Chancellor for recognition latest two weeks before the convocation ceremony for confirmation.
- 6.3 Coordinators are to ensure that all their students attend the Convocation and Matriculation ceremony.

7 FINANCIAL IMPLICATION

- 7.1 Coordinators are expected to pay the initial agreement into the school account and get their receipt from the bursary office
- 7.2 Coordinator are expected to pay their agreement according to the agreement not later than two weeks, failure might lead to a breach in contract.
- 7.3 For uniformity coordinators are expected to take their payment receipt from the bursary office. Partners should send their agreed payment to the school account:

**ZENITH BANK
1015426881
ECOLE ESPAM SERVICES**

8 RESPONSIBILITIES

Coordinators are responsible for the following:

- 8.1 For their student's enrolment into their different campuses
- 8.2 For their student's welfare

QUALITIES OF GOOD COORDINATORS

- 1. Must be honest
- 2. Must be transparent
- 3. Must have integrity
- 4. Must be accountable
- 5. Must be confidential
- 6. Professionalism
- 7. Trustworthy
- 8. Must put the interest of the organization first
- 9. Must be reliable
- 10. Must be dynamic

PART IV: ADMINISTRATIV WORK

1. ADMINISTRATIVE MAIL

The management of administrative correspondence is mainly carried out by the Executive Assistant. These are letters putting ESPAM FORMATION in touch with partners, employees, external organizations (banks, administration, suppliers, etc.) and internal correspondence.

PROCESSING OF MAIL RECEIVED (FOLDS, MAILS)

- Mail is received by the Executive Assistant. It records letters in the register intended for this purpose, assigning them an arrival number in chronological order and distributes them to the recipients.
- Private mail and confidential mail are delivered by hand by the Executive Assistant to the recipients.
- The Executive Assistant opens the administrative mail and attaches to each bundle of administrative mail or invoices a transmission slip or dispatching slip, a model of which is presented in the appendix.
- **It affixes a stamp "Arrived on ..." and "registered under the number" on each mail.**

Type of mail	Addressees n ° 1	Addressees n ° 2
Payments from partners (donors, employers)	Vice chancellor Executive Director (in that order)	
quote, pro forma following price request	Vice chancellor Executive Director (in that order)	Bursar
Service and product offerings	Vice chancellor Executive Director (in that order)	Bursar
Invoices (1)	Vice chancellor Bursar (in that order)	
bank account statements	Bursar	Accounting structure
Other bank letters	Vice chancellor Executive Director (in that order)	
Mail received from staff	Vice chancellor Executive Director (in this order)	Bursar
Other	Directors concerned	

PROCESSING OF INCOMING / OUTGOING CORRESPONDANCE

This procedure applies to all mail having to leave ESPAM FORMATION for an external recipient.

Mail - departure, after attribution of a reference, is recorded in chronological order in the register intended for this purpose. The outgoing mail must contain the following information:

- the number assigned to the mail
- departure date
- the object
- the receiver
- any observations.

All computer documents will be kept and filed on the computer of the Executive Assistant, who must regularly make backups.

The letter to be sent outside must be presented for the signature of the Vice chancellor and possibly the Executive Director. No correspondence can be sent without the knowledge of the VC

The presentation file includes:

- the original (s) to sign and send
- the documents to be attached
- the documents to be consulted which should enable the signatory to become aware of the case

HANDLING OF INTERNAL CORRESPONDENCE

Documents for which the exclusive recipient is all or part of ESPAM FORMATION staff are considered as internal correspondence. It's about:

- notices
- memos
- circulars
- minutes and minutes of meetings
- other documents used for the purposes mentioned above

Their management is centralized at the level of the Executive Management. They are drafted by the manager concerned or sent by the latter to the Executive Assistant for input. the Executive Assistant assigns a reference and keeps the original duly signed by the manager and / or the Director, after duplicating the number of copies necessary for the recipients.

LETTERS SPECIFIC TO ESPAM FORMATION ACTIVITIES

These letters concern all the documents used in the context of ESPAM FORMATION's activities and which put the Executive Management and the branches (external campuses) in touch.

Letters sent by the branches for the Executive Management

The senders of the mails must properly fill in the transmission registers and transmit them at the same time as their contents to the Executive Management.

The recipients of the documents check all the documents transmitted before appearing on the section intended for this purpose.

Letters sent by the Executive Management for agencies

In addition to the registers used internally in which the documents are recorded, the Executive Management has registers for transmission to the agencies.

Upon receipt of letters from the Executive Management, the branch heads affix their signature to the dedicated registers, thus validating the effective receipt of the letters.

SIGNING OF CORRESPONDENCE

Principle: Signature of the Vice chancellor

The signing of all correspondence (internal or external) falls within the competence of the Vice chancellor

Arrangements of this principle

There are modifications to the principle which are likely to allow the services to function properly and quickly. These are mechanisms that operate in the absence of the Vice chancellor or even in his presence.

MECHANISMS PLAYING IN THE PRESENCE OF THE VICE CHANCELLOR

1. The order

The Vice chancellor orders an agent to sign a specific document. as such, the order is always punctual. Then the signing agent puts the following mention at the bottom of the correspondence:

For the Vice chancellor and by order,

The.....

First and last names

2. The Delegation

The delegation of signature has a more or less long duration. It is always materialized by a writing and by an acceptance of the delegate. So the latter mentions at the bottom of the correspondence:

For the Vice chancellor and by delegation

The.....

First and last names

3. The authorization

The authorization concerns a category of documents. It doesn't need a writing. The agent authorized to sign puts at the bottom of the correspondence:

For the Vice chancellor and by authorization

The.....

First and last names

MECHANISMS OPERATING IN THE ABSENCE OF THE VC

The interim

The acting agent mentions at the bottom of the correspondence:

For the VC unable to act and acting

The.....

First and last names

ABSENCES OF THE VC

short-term absence

The short-term absence lasts for a maximum of three (03) weeks. During this period, the Executive Director is responsible for the day-to-day business.

Long-term absence

The long-term absence begins from three (03) weeks and more. During this period, the Executive Director can meet the staff, ensure the regular functioning of the Directorate without incurring significant expenses.

CIRCULATION OF INTERNAL INFORMATION

The circulation of information is ensured and reinforced by periodic meetings organized within ESPAM FORMATION

Weekly Meetings allow departments and staff:

- To take stock of the progress of the files entrusted to each person,
- To explain the difficulties encountered and
- To propose solutions to overcome them.

Weekly Meetings are held on a fixed day. Their duration is limited to two hours at most.

MEETING OF DEPARTMENTS AND REGISTRAR

Frequency: Monthly

- Participants: Head of the departments
- Subject: Progress report on the activities of the department

MEETING OF THE CONTROL COMMITTEE

Frequency: Monthly

Participants: Chairman of the Board of Directors, Executive Director, Internal Auditor

Subject: Report of checks carried out

- Presentation of detected anomalies
- Presentation of the recommendations made
- Monitoring of the implementation of the recommendations made
- Intervention planning
- Miscellaneous

MANAGEMENT COMMITTEE MEETING

Frequency: At the end of each semester

Participants: VC, Executive Director, Bursar, HoD, Lecturers

Subject: Progress report on the activities of departments, exam deliberations

STAFF MANAGEMENT

Personnel management is subject to the Beninese Labour Code. In the context of our university a specific document has been adopted for administrative and academic staff.

RECRUITMENT

Recruitment goes through three phases:

1.Determination of staffing needs

2. Search and recruitment of candidates

Job offers are made known to the public by means of the press or posters or by a specialized firm as the case may be (internal promotion or external recruitment).

The applications received are classified according to the positions to be filled.

A selection of applications is carried out with a view to drawing up the list of candidates who meet the profile required for the post to be filled, and who will be called in to do interviews and take the selection tests.

Shortlisted candidates will have to undergo:

- an interview;

- a test;
- Or both.

This list is subject to the approval of the VC before sending invitations.

3. Final hiring procedure

The success of a candidate at the various stages of selection is materialized by the signing of the employment contract signed by both parties.

The Administrative and Financial Department assigns a registration number to the new employee, opens an individual file and prepares an employment contract. a job description sheet is attached to each employment contract. After signature by the VC and the hired employee, the contract is archived in the individual file with all the documents constituting the file (birth certificate, identity photo, etc.).

The individual file of each agent must contain the following documents:

- Extract of birth certificate or supplementary judgment
- Certified copy of diplomas and professional references
- Curriculum vitae (CV)
- Extract of criminal record dated less than three (03) months
- Certificate of usual residence
- Certified copy of the national identity card or passport
- Copy of the certificate of nationality
- Supporting documents of marital status (marriage certificate, children's life certificates etc.)
- 2 passport photos
- Employment contract
- Bank reference
- All administrative decisions (appointments, evaluations, promotions, training, sanctions, leave of absence, permissions and leave, etc.) for staff

RESIGNATION AND DISMISSAL

Resignation

Upon receipt of the resignation request, addressed to Vice chancellor and approved by him, the Bursar establishes to the VC the balance of any account of the person concerned, taking into account the notice period respected and not respected, withholdings relating thereto and sums to

pay to ESPAM FORMATION, and send it to accounting for verification. The Bursar transmits to the person concerned his balance of any account, with a certificate of employment if there is no dispute.

Dismissal

Dismissal for serious or gross misconduct does not exempt the employer from calling the worker to a preliminary interview, in which the staff representatives take part, if any.

Within 7 day (s) of the preliminary interview, the dismissal is notified to the person concerned by registered letter or **transmission book**.

Gross or serious misconduct results in the immediate departure of the worker without compensation for the notice period. Ordinary or abusive dismissal gives entitlement to payment:

- The compensation for the notice period,
- Compensation for paid vacation,
- Minimum legal compensation for dismissal.

DAILY MANAGEMENT OF STAFF

Each employee fills in the attendance register by entering the time of arrival and departure at the university premises.

Requests for leave, permission and authorization of absence

Requests for leave, permission and authorization of absence are made on forms provided for this purpose. They are subject to the opinion of the direct supervisor and give rise to a leave, permission or leave of absence decision which will be sent to the Bursar to verify the leave balance of the person concerned.

The file is then sent to the Executive Director and the VC for approval before being filed in the individual file of the agent concerned. The decision is used to update the leave situation.

Leave monitoring

For the follow-up of leave, at the end of each year, the Bursar establishes, from the individual files of each agent, a report indicating, for each employee, the total of leave taken during the year (authorizations of absence excluded) and the remainder of the leave not taken in December 31st. This statement is sent to the Accounting Department, which calculates the amount of provisions for paid vacation to be entered in the financial statements for the year.

Actors involved	Description of tasks
Bursar	Establishment of the leave situation at December 31

Accounting	Accounting recording of the corresponding provisions

Promotions and salary increases

Promotions and salary increases decided by the VC, after assessments made by the supervisor of the person concerned, give rise to a salary increase decision. The decision is communicated to the Administrative and Financial Director (Bursar) for changes to the payroll.

Checks on irregular absences

Directors and branch managers are responsible for monitoring the presence of employees under their command. Any unauthorized absence must be reported to the Bursar who, himself, should inform the Executive Director and the VC, in order to decide on any sanctions to be taken against the employee concerned. The sanctions are entered on the individual file of each employee.

Overtime

Depending on the volume of work to be done, staff may work overtime, with authorization. After completion of the scheduled hours, the agent draws up and has his manager sign the work request form, then transmits the report to the Executive Director and VC for approval before submitting it to the Bursar.

The Bursar checks the accuracy of the total overtime, the amount to be paid. As overtime is paid at the same time as the salary, the Bursar therefore uses the overtime statement for the preparation of the payroll and then the appendix to the payroll statement in order to facilitate subsequent checks.

MONTHLY PAY

Actors involved	Description of tasks
Bursar	Collection of monthly pay items by consultation with the CFO and / or the Executive Director Entering and updating pay on the software
	Printing the payroll: <ul style="list-style-type: none"> • nominal list of all salaries • nominal list of salaries to be paid by cheques and transfers • nominal list of salaries to be paid by fund

Bursar, Registrar and Internal Auditor	control of the financial statement and visa
VC	Signature of payrolls, transfer orders, cheques and tickets
Accounting	Entry of the monthly pay by accounting and affixing of the stamp materializing the entry made Payroll classification
Bursar	Printing of pay slips in two copies Preparation of salary payment statements Transmission: <ul style="list-style-type: none"> • pay slips to employees • cheques • transfers • the payroll by ticketing Retrieving a copy of the pay slip Checking the completeness of the pay slips returned against the payroll Classification of payroll accompanied by pay slips

Once a month, the Bursar and the Internal Auditor check that the accounting entries are correctly charged and correctly entered in the payroll journals.

TRAVELS AND MISSIONS

Mission order:

Any travel for service reasons must be the subject of a mission order, in duplicate, drawn up by the Bursar, signed by the VC. The nature, reason, duration, and places must be indicated in this mission order, including:

- the original will be given to the interested party
- the second copy kept by the Bursar.

Mission expenses

It is allocated for missions, mission expenses to cover travel expenses, accommodation expenses and catering expenses.

The Bursar calculates and charges the mission expenses due to the departing agent.

After the mission

When returning from a mission, the employee must submit a written mission report within 48 hours.

STAFF EVALUATION

Each ESPAM FORMATION agent is subject to a regular assessment aimed at:

- measure their professional performance;
- to sanction its results.

Administrative evaluations are done annually.

The evaluations are carried out by the line managers. These in turn are evaluated by the VC

The basis of the agent's evaluation is the accomplishment of the objectives assigned to him. This basis takes into consideration the skill, work, behaviour, motivation, attendance and availability of the agent.

RATING

At the end of the year, each employee is interviewed by their line manager who presents the results of their assessment. The employee reads them and can make their own comments.

The knowledge of the agent is materialized on the evaluation sheet by his signature.

The performances are as follows:

1. Very good
2. Good
3. Fair
4. Insufficient

All evaluations are assessed by the line manager and validated by the VC

ANNEXE1 GUIDELINES FOR PARTNERSHIP WITH ESPAM FORMATION

In order to realize growth and extension of its activities all over the country and make use of geographical opportunities ESPAM has decided to open branches in strategically located places through franchise strategy. Franchise contract are given to partners who will create additional value to the school and maintain the standard of the school. To avoid professional misconduct from each partners the following guidelines are to be followed by partners who want partnership with ESPAM Formation University.

LEGAL ENTITY/ CONTENT OF THE MoU

Every partners will be legally bided by law in order to avoid a breach of contract as we believe here at ESPAM Formation University a win – win strategy for a better working relationship. Partnership is bound by a signed MoU by both partners witnessed by selected members of both partners.

In this legal entity the following contents are expected to be observed and agreed by both partners:

- Location of the branch
- Initial payment as agreed by partners
- Agreement of management guidelines
- Re – newment of agreement
- Agreement of payment terms
- Agreement of profit sharing

PURPOSE OF THE PARTNERSHIP

The purpose of ESPAM partnership is primarily for expansion and at the same time to create opportunities for investors, employment, students at various places, to expand our horizon, to enjoy economic of scales etc.

With respect to the aforementioned purposes ESPAM will allow partners to run the partnership with respect to the way it is been run at the head quarter to avoid discrepancy. ESPAM expect partners to understand the following purposes of partnership:

- Partners should understand the purpose of the collaboration
- Partners should not run their branches without standards
- Partners should run their branches based on academic excellence
- Partner should not run ESPAM branches as a charity organisation

MANAGEMENT PRINCIPLES AND PROCEDURES

Management Principles and Procedures are based to Management Guidelines of ESPAM Formation University which partners are expected to acknowledge and follow with honesty and compliance.

MONITORING AND EVALUTION OF CAMPUSES

The partners' campuses will be monitored by the Vice Chancellor and the Registrar or their representative from time to time to make sure standards of our academic values are kept. At the end of a session Partners are expected to submit their annual report to the Registrar for proper documentation. An official format of the report must be given to them, according to the requirements of the MESRS Benin

FINANCES

Partners are expected to pay their financial commitment according to the agreement signed with the Vice Chancellor not later than two weeks after the end of the first semester and also two weeks after the end of the second semester exam. .

Partners should send their agreed payment to the school account:

ZENITH BANK
1015426881
ECOLE ESPAM SERVICES

RESPONSIBILITIES

Partners are expected to cope with all the requirements from the different authorities of Benin and Nigeria as stipulated in the Management Guidelines textbook

In witness whereof the present partnership Guidelines have been written to serve the interest of all the parties.

Prof Martial LIPEB
Vice - Chancellor

Name Signature of PARTNER

ANNEXE 2: RULES AND REGULATIONS OF STUDENT HOSTELS



RULES AND REGULATIONS FOR HOSTEL

1. No cooking in any form is allowed in the room. Any student caught in the act stands the risk of expulsion from the hostel. Cooking can be done only at the designated places like the kitchen.
2. Any damage to furniture, apparatus or other articles which may be caused by any carelessness, negligence or wantonly must be paid for.
3. In the event any student or group of students wish to have a get-together (party or the likes), such should be brought to the notice of the hostel porter/security in advance, at least 24 hours to the date.
4. Used sanitary pad should be properly disposed and should on no account be put into the toilet as such could block the sewage.
5. Every occupant of each room must ensure proper hygiene. Any room found to be wanting would be penalized.
6. The hostel gate would have closed at exactly 9.00pm, thus, no student is expected to be outside the hostel at such time.
7. No one is allowed to pass the night in the room of the opposite sex.
8. No student is permitted to accommodate extra individual in the room thereby discomforting the other room - mates
9. Students should on no account rent out any part of their room or any part of the hostel to anyone, such act would attract stiff penalty which may include expulsion.

10. Any situation or request not handled here should be channeled to the hostel porter/security.
11. No student is allowed to enter the room of the opposite sex. The hostel matron/warder would be making periodic checks of the hostel rooms. These checks could be unannounced.
12. It is the responsibility of every student in the hostel to guard all personal valuables such as cell phones, laptop, ATM cards, and so on, as the school shall not be held accountable in the case of loss.
13. Students are advised to deposit large sum of money with the bank, Keeping large sum of money in the hostel is prohibited.
14. Students should ensure that their rooms and all parts of the hostel are kept clean.
15. All students are expected to conduct themselves in a worthy manner and not constitute a nuisance to other members of the room and hostel in general. Any act of nuisance such as uncontrolled noise making, fighting and the likes would be penalized.
16. Washing in the room is highly prohibited
17. Smoking and drinking in the hostel is not allowed
18. Hostel fees must be paid only by the bursar of ESPAM FORMATION UNIVERSITY and not in a bank account

Student Name

Department

Phone Number

Student Signature

Date

Professor Martial LIPEB

..... (Date).....

ANNEX 3: SECURITY MEASURES

Please pay caution to the followings:

- 1) Avoid all walking late hours at night especially after eleven p.m.
- 2) Avoid conflict or argument with any individual.
- 3) When having any case with indigenes or students, please do report the case to the school authority so that school can take appropriate measures.
- 4) Avoid keeping bad friends as bad friends can influence you negatively.
- 5) Always show the amount of CFA (money) you have to a kekeno (bike-man) before - making him your ride and ask him if he has change.
- 6) Always negotiate the prize you are willing to pay for any services being provided, consult the school authority.
- 7) Always look at the eyes of your rider before negotiating with him in order to know if he is high in alcohol intake or not.
- 8) Avoid taking substances such as weed or cigarette as it can only make you foolish.
- 9) Avoid excessive drinking (Alcohol) so as not to constitute nuisance to your peers and the society.
- 10) Avoid going into large gatherings and at the site of a gun-shut run as fast as your legs can carry you or look for cover.
- 11) Mind your use of your words especially within indigenes who have different cultures.
- 12) Avoid late night parties.
- 13) Avoid wearing short skirts that will expose your things and also avoid wearing skinny shirts that will expose your body as it can lead to rape, please dress decently.
- 14) Always know fully well that your room-mate is into and if you cannot talk to him or advise him, then report the issue to someone more matured than him/her or better still to the school authority.
- 15) You must not eat anything already eaten by rats and always learn to wash the top of you can before eating. (remember LASSA FEVER).
- 16) Avoid late night food and intake of water is good for your system. Learn to always deworm in every three months.
- 17) Lastly, always avoid self-medication.

Thanks for reading through.

ANNEX 4: ESPAM COURSES WEEKLY LECTURE ACTIVITY REPORT

Lecturer: _____

Date

From: _____ To: _____

TOTAL HOURS OF LECTURE: _____

OFFICE: _____

Days					
	DEPARTMENT	COURSE	LEVEL	TIME OF LECTURE	N0 OF STUDENTS
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					

TOTAL					
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***COMMENT:**

***COMPLAIN:**

Lecturer's Sign and Date: _____

School's Signature and Date: _____

ANNEX 5: STUDENTS' ATTENDANCE LIST

ACADEMIC YEAR: 20../20.....

DEPARTMENT:

LEVEL:

COURSE CODE:

TITLE:

S/N	NAME	PHONE NUMBER	TIME		SIGNATURE
			IN	OUT	

COTONOU (DATE):

Signature of lecturer

visa of management

Class representative

ANNEX 6: GRADUATING STUDENTS CLEAREANCE FORM

NAME.....

DATE OF BIRTH

MATRIC N°.....

DEPARTMENT.....

FOR OFFICIAL USE ONLY	
Office of the Registrar	Remark
Submission of project	
Submission of O level Result	
Project Defence	
Bursar	Remark
School fees	

STUDENTS SIGNATURE

BURSAR

REGISTRAR

ANNEX 7: CHECK BEFORE SIGNATURE OF CERTIFICATES

NAME

DATE OF BIRTH

MATRIC NO

DEPARTMENT

Office of the Registrar	
Submission of Project	
Submission of O.level Result	
Project Defence	
Office of the Bursar	
Office of the Vice Chancellor	

Bursar

Registrar

Office of VC

GUIDELINES APPROVED this day by the University Council
COTONOU, July 14th, 2021

Prof Martial LIPEB

Chairman and Pro Chancellor