



FINANCE AND ACCOUNTING

MANUAL

Revised in June 2024

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PREAMBLE:

The Finance and Accounting Manual is designed to provide a clear statement of the organization's Finance and accounting policies and procedures to be followed. The policies contained in this manual are in keeping with the values and goals of the Organization. These policies should be used to inform and guide day-to-day financial and human resources decisions.

This manual is published and maintained as a guide for supervisors and employees in order that the organization's business is handled consistently and equitably throughout. WSF provides these policies as a framework within which to make economic decisions in the institution and competitive environment.

The Finance and Accounting Policy, Procedures supersedes all inconsistent memoranda and statements. This manual is designed to be the primary reference document for communicating.

This manual will be updated periodically to reflect changes in organization policy and changes in the law. However, no provision in this manual or in separate memoranda should be construed as an implied or expressed document that only accounts for the efficient and effective functioning of the organization. It shall be used besides other policy documents developed by the organization.

The master copy of the manual will be maintained in the Human Resources office. The manual will also be available on the Ethics and Policy section of the WSF website.

Nothing in this manual is considered confidential. It should be made available to and used for reference by anyone in the Organization upon request.

Executive Director

Approved By the Board

CHAPTER ONE

I.1 INTRODUCTION TO THE FINANCE MANUAL.

An Accounting Manual is a set of Accounting Policies and Procedures set up by Management as a tool to foster an organized Internal Control Environment. This Manual was developed through intense research and consultation with other existing manuals for updating.

This Manual gives applicable Accounting and financial Policies that management uses as a guiding tool in making financial and accounting decisions. It also contains step-by-step procedures derived from the policies above to assist management in capturing, analyzing, recording, summarizing, and reporting accurate, reliable, relevant, and timely financial information. The Manual also describes the effective, economical, and efficient ways of financial management, as well as the responsibilities of planning, reviewing, monitoring, supervision, and control of financial resources so that the organization is able to achieve its objectives and fulfill its commitments to beneficiaries, donors, and other stakeholders.

This collection of policy documents is developed to assist the organization in how it manages its day-to-day affairs in a holistic manner. It takes care of all compliance issues with Uganda Revenue Authority (URA), Generally Accepted Accounting Principles (GAAPs), and addresses the General framework within which Local non-state actors are formulated and operationalized.

I.2 OBJECTIVES OF THE ACCOUNTING MANUAL.

- To ensure that WSF carries out its Programme activities and obligations, in compliance with Ugandan law and Generally Accepted Accounting Principles.
 - To provide a reference for staff in their day-to-day work and ensure that accounting policies are well defined and formally documented.
 - To ensure the quality and consistency of accounting records.
 - To act as a training manual, especially for new staff recruited in the accounting function of WSF.
- In as far as practicable, each Component has been written to show the Policies, Accounting, Internal Controls, and Financial Reporting Disclosures to be followed.

I.3 Responsibility for the Finance Manual.

- i. The primary and ultimate responsibility for the establishment and maintenance of this manual rests with the senior management team (SMT) since their responsibilities require them to provide donors and other stakeholders assurance on their resources' utilization.
- ii. The implementation and operative use of the manual is, however, an important responsibility of all staff since they are required and expected to produce information used in strengthening the manual and or take other actions needed for effective control.
- iii. All WSF staff are responsible for communicating identified operational problems, deviations from established standards, and violations of policy or laws as obtained in this manual.

I.4 Using the manual

- i. The instructions contained in this manual are to be read and complemented with the statutory provisions of relevant Acts and Financial Regulations governing the operations of Non-Governmental Organizations in Uganda.
- ii. Subject to provisions in the instrument in the above, and other instructions as may be issued and approved by WSF, the instructions in this manual are under the general management and supervision of the finance director, but it is also the duty of all staff to ensure that these instructions are observed by all officers and staff in the execution of their duties.
- iii. WSF officers concerned and mandated with the lobbying for revenues, disbursement of funds, safe custody of WSF money or other property, and or the generation of reports are required to internalize and observe the instructions and the procedures laid down in the manual to ensure compliance.

I.5 Updating the Manual.

Any amendments to this manual shall be made with the authority of the Director. The Finance Administrator shall always update the manual to conform to current standards following such amendments as stipulated in (ii) above.

I.6 None- Compliance with the Manual

- i. There shall be no exceptions to the rules laid down in this manual. This manual shall be used in all situations of executing the financial operation of WSF.

- ii. Any action of omission, commission, resulting in non-compliance with the manual will be met with strict disciplinary action as stipulated in the WSF Human Resources Manual.
- iii. Where a staff member foresees or identifies a situation of non-compliance with the manual, he/she immediately notifies his/her line manager, who is equally expected to inform the Finance Administrator appropriate action and advice.

I.7 SUMMARY OF POLICY STATEMENTS

- I.7.1 Policy Statement on Compliance:** WSF will devise all means to comply with all applicable Laws and Regulations of Uganda, the Generally Accepted Accounting Principles, and guidelines for non-governmental institutions and any other applicable laws and regulations as may be communicated from time to time.
- I.7.2 Policy statement on Books of Account:** Proper books of Account, as defined by the Laws and regulations of Uganda and the generally Accepted Accounting Principles, shall be kept at all times.
- I.7.3 Policy statement on Financial Reporting:** WSF Management shall ensure that proper books of account are maintained and kept, to enable the preparation of relevant, reliable, consistent, and comparable information to assist it in assessing the financial position and performance of the organization and to make accurate and timely economic decisions.
- I.7.4 Policy statement on Budgets:** Management shall prepare short, medium, and long-term budgets using a participative bottom-up Approach as a basic tool for defining WSF's periodic goals and objectives and against which results will be compared to permit performance evaluations and considerations in change of strategies.

CHAPTER TWO:

2.0 Duties and Responsibilities of the Finance and Administration Manager/Officer.

The Finance Administration Manager/Officer shall be responsible for the overall financial operations of WSF, contributing to the development, supervision, coordination, and evaluation of WSF's financial systems and controls to ensure that necessary systems to safeguard the assets and financial operations are in place and functional. This responsibility shall include, but not be limited to:

2.1 The overall duties shall include, but limited to, the following;

- a) **Maintenance of Proper Books of Account:** To keep proper Books of Account as defined by the Laws and regulations of Uganda and the generally accepted accounting principles.
- b) **Reliable Financial Reporting:** To ensure that proper books of account are maintained and kept, to enable the preparation of relevant, reliable, consistent, and comparable information to assist it in assessing the financial position and performance of the organization, and to make accurate and timely economic decisions and comply with all the relevant Regulations and Guidelines.
- c) **Budgetary control:** To prepare short-, medium-, and long-term budgets using a participative bottom-up approach as a basic tool for defining WSF periodic goals and objectives, and against which results will be compared to permit performance evaluations and considerations in the change of strategies.
- d) To communicate between the Manager, the Staff, the auditors, and other superiors of financial and operational affairs.
- e) **Fixed Assets Management:** To maintain a comprehensive Fixed Assets Register; identify fixed asset needs; carry out semi-annual physical asset counts of all assets.
- f) Planning – design monthly activity plans, perform monthly budget variance reviews, and carry out operational and strategic plans.

- g) Procurement- Ensure that WSF gets value for money and keeps proper Procurement records.
- h) Security and internal controls- Jealously guard all WSF records and software from unauthorized people by employing appropriate controls. Such internal controls will include reviewing and validating all batch postings, reports, access controls, etc.

2.2 Responsibilities of the Finance and Administration Manager/ Officer.

1. Preparation and revision of project grant budget proposals
2. Supervision, preparation, and submission of financial reports to meet the reporting requirements and deadlines of head offices and donors
3. Ensuring that routines and structures are put into practice and adjusted when deemed necessary
4. Coordination of the preparation of the annual audit processes, as well as ensuring that the audit recommendations are implemented.
5. Developing measures to prevent, uncover, and follow up on corruption and economic irregularities, and initiate actions necessary to correct internal control weaknesses.
6. Provision of input on material procurement approval or commitments to ensure that purchases or commitments are kept within the agreed budget, including the development of procurement procedures
7. Development and implementation of a training programme for finance staff development and for program or administrative staff to ensure knowledge of WSF financial policies and procedures.
8. Provision of technical and financial input in the development of plans and budgets; PAC approval of proposals, and budget implementation, reporting to management, budget holders, and partners while ensuring quality, timeliness, accuracy, and compliance with budgetary and donor requirements and WSF overhead costs allocation policy.
9. Monitoring of financial status and progress of projects and grants from initiation to closure in close collaboration with the budget holders, grants manager, and programme finance coordinators, ensure that the financial and narrative reports are reconciled and consistent with each other.
10. Preparation of consolidated budget monitoring reports and analysis of budget variances in order to ensure optimal use of budget amounts and provide recommendations for realignment; and to identify possible problems in accounting and compliance.

11. Preparation and timely submission to management, donors, head office, and budget holders of consolidated financial reports, including current status and prognoses based on detailed project and funding agreements
12. Provision of technical and other capacity building support to the field and partners in budgeting, planning, preparation, and regional budget performances, and the general improvement of the quality of report data. Active participation in [partner monitoring.
13. Preparation of WSF quarterly prognosis, hereunder distribution to management and submission to the head office, meeting strict deadlines.
14. Computing for recharging the capacity support, overhead costs recoveries, and common support services from designated grants on a monthly basis
15. Preparation of consolidated annual cash transfer plans for WSF donors in order to facilitate adequate cash flow planning and timely requests for funds
16. Monitoring a system to track financial commitments and outstanding contract amounts by partners, donors, and third parties transacting with WSF, and ensuring that they are diligently executed when due.
17. Maintaining up-to-date ledgers for all projects and ensuring that transactions are posted on a daily basis and are reconciled to correctness in projects, donors, activities, and expenditure codes in order to facilitate efficient and timely reporting to management and donors.
18. Reviewing and conducting monthly reconciliations of debtors, creditors, bank accounts, and cash accounts to identify material differences and discrepancies in the accounts, as well as preparing adjusting journals to make the relevant corrections.
19. Production of monthly financial reports (MFR) and year-end financial statements, including supplementary specifications to meet specific deadlines and donor requirements.
20. Supervising the preparation of the payroll, ensuring that staff salaries and related statutory deductions are timely paid, in addition to ensuring that all cash cheque payments for goods and services rendered to WSF are paid as they become due as per the provisions of the finance manual.
21. Monitoring and advising management on the changes in local legislation, accounting practices, and tax regulations, and implementing necessary changes as recommended by management.
22. Coordinating in close contact with the internal Audit and compliance section to ensure that the internal audit of WSF is undertaken and that the management letter issues are followed up and resolved/implemented.
23. General supervision of the Accounts Assistant and any other duties as may be determined from time to time.

2.3 Other Finance Staff

The other finance staff will be responsible for undertaking a range of financial activities, which include but are not limited to;

- Taking initiatives to ensure that WSF funds are used in the best possible way and ensuring that the internal control measures and finance policies, as approved, are adhered to by the staff in the course of undertaking their duties.
- Authorizing all payments and purchase requests for programmes based on the approved budgets and ensuring that such requests and payments are in compliance with donors and funding agreements.
- Ensuring that financial reports to the donors are timely prepared and submitted in the format and timelines specified in the funding agreement. In addition, they will also be required to explain variations in the financial reports, including the prompt response to all financial and other queries raised by donors, management, auditors, and other interested parties, giving particulars or information required.
- Ensuring that they acquaint themselves with such laws, regulations, memos, and board decisions that relate to his/her financial duties.
- Managing and maintaining the capitalized WSF fixed asset (FA) schedule, tracking acquisitions, disposals, and write offs and computing monthly depreciation charges.

2.4 Other Officers

- i. All staff shall be responsible for the due performance of their financial duties, proper collection, custody, and utilization of money/other assets received by or under their authority and custody.
- ii. All staff shall be responsible for taking initiatives to ensure that funds are used in the best possible way by enforcing and ensuring compliance with WSF's internal control measures and procedures.
- iii. All staff shall be expected to produce information used in the control system and communicate identified problems, deviations from established standards, and violations of policy or laws by any staff or third party relating to WSF.
- iv. In undertaking the above responsibilities, no staff of WSF will be relieved from any portion of his/her financial responsibilities by the transfer to his/her subordinates the performance of duties, which he/she has performed.

CHAPTER THREE:

3.0. BUDGETS AND BUDGETARY CONTROL

3.1. Basics of Budgeting.

A budget is a document that translates plans into money that WSF will need to be spent to get its planned activities done (expenditure) and money that will need to be generated to cover the costs of getting the work done (income). In other words, it is an estimate or informed guess about what WSF will need in monetary terms to accomplish its set of planned activities.

When budgeting for WSF, it is always important to remember that a budget is not:

Written in stone – where necessary, a budget can be changed and reviewed, as long as the necessary steps and conditions are agreed upon to deal with the implications of the changes that have been made.

Simplify a record of last year's expenditure, with an extra percentage added on to cover inflation.

Just an administrative & financial requirement of donors, which is prepared as part of the funding proposal and then taken out when it is time to do a financial report. It is a living tool that must be consulted in day-to-day work, checked monthly, monitored constantly, and used creatively and efficiently.

An optimistic & unrealistic picture of what things actually cost. Do not underestimate what things really cost in the hope that this will help you raise the money you need.

Before developing a budget, the budgeting officer should always;

1. Have clarity of purpose, detailed planning, and considerable thought on what they want to do.
2. Keep on asking the following questions throughout the budgeting process.
3. Could we have spent less in the previous period and still achieved the same results, or better?
4. Have we wasted money in the previous period? If so, can we then avoid the waste in the future?
5. Have ideas on the following issues:
 - What is a budget, who is involved, and why do we budget?
 - The operational plans guide the budgeting process.

- The process of estimating costs.
 - The source of finance.
6. When developing the budgets, the budget holders/officers should:
- a. Indicate every item they expect to pay for at the initial stages, avoid relying on budget revision opportunities (cost of capital items, M&E, audit, evaluation findings dissemination, etc).
 - b. Use realistic prices, do not over- or underestimate figures, and always try to maintain uniformity within the same locality.
 - c. Include the administrative cost associated with running the project.
 - d. Avoid splitting the budget between budget lines if the budget is to be funded from different sources, unless it is required by the donor(s).
 - e. Include budget narratives to define costs in the project budget and explain line items in the budget.
 - f. Use attractive presentation styles, preferably abide by donor formats.
 - g. Always present a balanced budget, i.e., the expenditure budget should be equal to the income/revenue budget.

3.2 Budget preparation processes:

The budget preparation processes should follow an 8-step approach:

- i. Reviewing what has been done in the past, in terms of impact, economy, effectiveness, and efficiency.
- ii. Determining the programmes and activities to be implemented during the budget year.
- iii. Preparation of the draft revenue and expenditure budgets.
- iv. Presentation of the draft budget for further review by the project Appraisal Committee (PAC).
- v. Approval of the budget.
- vi. Implementation of the approved budget.
- vii. Monitoring, revision, and reporting of the budget as necessary.
- viii. Each thematic technical manager and budget holder, with the help of the Finance and Administration Officer and finance officer or any delegated staff, shall be responsible for

preparing the draft budget for the thematic sector and/or projects under their control based on the activities to be undertaken during the budget year.

- ix. The draft budget prepared by the budget holders shall be presented to the project appraisal committee (PAC) for review and quality check before the final approval by the budget committee.
- x. The Finance and Administration Officer shall ensure that a consolidated budget for WSF programmes and projects is produced from the different approved project budgets.

3.3 Preparation of Draft Budget:

- a) The overall WSF budget preparation process shall follow the budgeting cycle of Warrior Squad Foundation.
- b) The budget holders are responsible for preparing the draft budget for the sector and department under his/her control, based on the planned activities to be undertaken during the budget year.
- c) The draft and final budget for each project will include the anticipated revenue from all sources and the total required to meet the anticipated expenditures during the year.
- d) The budget must be constructed to show as accurately as possible the amount expected from the different donors, which will be required to maintain the current and planned programmes of WSF, and which will actually be receivable during the year.
- e) Where it is reasonably expected that the project will run for a period exceeding one (1) year, in addition to the budget specification for the first year, indicative budgets for the rest of the project period should also be provided. The indicative budgets for the subsequent years should be as realistic as possible but must, however, be seen as ESTIMATES only and should not be regarded as final commitments.
- f) Budget projections shall each year be adjusted accordingly to reflect the amount of funding obtained from a particular donor.

3.4 Budget Format:

- a) The annual WSF budget will be prepared and presented in the appropriate donor funding agreement and format. Where the donor did not provide a specific format, then WSF adopted format shall be used to prepare and present the budget.
- b) As a minimum requirement, any budget prepared shall contain the following basic information:
 - i. Project Name and number.
 - ii. Project period and duration.
 - iii. The implementing partners.
 - iv. Cost centre (thematic objectives) name and code.
 - v. Detailed descriptions of activities defining all items in the budget
 - vi. Summary by cost centre and expenditure code.
 - vii. Estimated cash flow plan by month.
- c) All budgets prepared shall be accompanied by a brief explanation and justification of the proposed budget at the project level, as well as providing the overall distribution at the cost centre.
- d) All budgets must include any planned income from fundraising initiatives managed by WSF and explain if it is earmarked for specific projects.
- e) Where a particular budget is undertaken in different locations and /or regions and funded by the same donor, the budget shall be broken down into different components according to the different needs and requirements of the location or region. The regional office shall, however, prepare a consolidated budget.

3.5 Items to be Included in the Budget.

- a) The budget prepared will include the anticipated revenues from all sources, the entire sum required to meet the anticipated expenditures during the budget year.
- b) The budget must also be constructed to show as accurately as possible the amount expected to meet and maintain the operation and implementation of the planned activities.
- c) As a minimum, the following items must be included in every project budget.

Code	Budget Line Name	Description of Cost Categories
1.00	Investment/Capital Purchases	These are costs for large equipment and machines which are used either specifically for the project or for all other WSF projects and will remain WSF assets even after the projects end. Vehicles and equipment such as computers and photocopiers fit here.
2.00	Expatriates Costs	These are the costs for the expatriates and international staff working directly on the project. These costs include salaries, social expenses, issuance school fees, accommodation, utilities, communication costs, purchase and maintenance, and any other approved related costs.
3.00	Local personnel	These are the costs for core local staff involved in management, the people doing work that cuts across projects. these costs include salaries, overtime, wages, social expenses, insurance, and other approved related personnel costs.
4.00	Activities and Running Costs	These are the direct costs of delivery services and programme activities.
5.00	Local Administration	These are the administrative and governance costs of running and implementing the particular project. These are costs that must be incurred inclusive rent, communication, travels, stationery, maintenance & services, utilities etc.
6.00	Project Specific Consultancies	Capacity support /overhead contribution to running country office.
7.00	Evaluations and Reviews	Baseline surveys, midterm and final evaluations, project reviews etc.
8.00	Other expenditures	Audit fees, legal fees and security costs. this should go under administration

3.6 Key Budget Actors:

I. The following shall be the three major key players in the WSF budgetary processes.

These shall comprise the following categories of staff:

- Executive Director
- Head of Programs /Programme Manager/Coordinator/Project Managers
- Head of Finance and Administration /Finance Administrator/Officer

- Head of Human Resources.
 - Programme Officers.
2. The Executive Director or his/her delegated representative shall be a co-opted member of the budget committee and will be the secretary to the budget committee.
 3. The budget committee shall, from time to time, request the participation of the responsible budget holder to provide information and justifications for their budget proposals.
 4. The roles of the budget committee shall include, but not be limited to:
 - a) Provision of administrative guidelines, including planning, coordination, and follow-up of the budgeting process.
 - b) Allocation of the framework funding to the different priority projects.
 - c) Provision of budgeting instructions and procedures, including formats, contents, and deadlines.
 - d) Review and recommend changes to the draft budgets as may be necessary, taking into consideration the input from the project appraisal committee PAC).
 - e) Approve and authorize the final budget before submission to the head offices and donors.
 - f) Approval budget revisions.

3.7 Budget Holders.

- I. Budget holders are staff who are responsible for the generation, deployment, and follow-up of resources within their work areas, ensuring the proper and effective use of the agreed budgets and maintaining strict supervision of expenditures within their areas of responsibility.
- II. The following staff positions in WSF shall be designated as budget holders and will be held accountable as such:-
 - Executive Director/ Heae of programs/ Programme Coordinator
 - Project officers.
- III. Programme/ project offices have primary budget holding authority for all projects for which they are responsible. However, they can only approve expenditures for their project as budget holders for as the request is made by another staff member, and provided that they will not implement those activities by themselves.

- IV. The budget holders may take time or, as the situation demands, delegate their budget holding responsibilities for specific projects and functions to programme and project officers or any other relevant staff.
- V. However, where the budget holder has delegated part of or the whole of his/her budget holding responsibility to another staff member, he/she shall still remain accountable and will not be relieved from any portion of his /her budget responsibility.

3.8 Finance Staff.

- I. These shall comprise of the following finance staff:
 - (a) Finance Director/Administrator.
 - (b) Finance officers
 - (c) accountants
2. They shall provide technical input in the budgetary processes, which shall include, but not be limited to:
 - Provision of cost information for budgeting purposes.
 - Preparation of WSF master budgets.
 - Extraction of specific budget (periodic, donor, and departmental).
 - Provision of regular, accurate, meaningful budgetary and financial information is needed for the budget holders to fulfill their roles and responsibilities.
 - Verification to ensure that the correct and appropriate codes have been assigned and that all computations are correct and realistic.
3. The finance staff shall provide technical input to the budgets before submission to PAC, and the chief controller shall be a member of PAC as constituted.

3.9 Budgeting for Overhead/Administration Costs

- i. Overheads are defined as expenses that are incurred in maintaining the WSF core structures and for the administration and support of the WSF programme, which cannot readily be identified with a particular programme or final cost objective. An overhead, therefore, represents a cost that cannot directly be attributed to a particular programme.
- ii. For the purpose of this manual, the following costs shall comprise overhead.

- Head of department functions. E.g., travels, per-diem.
 - Common support services- Finance, Logistics, Human Resources, Administration, and Information Communication Technology
 - Salary administrative cost
 - Internal audit functions
 - Funding and donor relations functions
 - Advocacy function- salary and administrative costs
- iii. Overhead costs should be shared between the different WSF donors on a true and fair basis.
 - iv. In order to reduce the overhead cost budget on the framework fund, all defined overhead costs in (ii) above should be built in and reflected on all donor budgets and proposals at an acceptable rate on what the donor is willing to pay, but at a minimum of 15% for each project.
 - v. Where a particular donor is only prepared to pay a certain maximum percentage (e.g. 7%) of overhead, then the proposal should reflect the proportion of the programme overheads as a direct cost, and only show the allowable as an indirect cost.
 - vi. However, where the donor does not pay any overhead as a percentage of direct costs, the proposal should contain a sufficient amount of overhead budgeted as direct cost items.
 - vii. The chief controller and the grant manager will be responsible for ensuring that all donor proposals and budgets contain a minimum of 15% as overhead costs amounts before approval by PAC for the final submission to the donor.

3.10. Annual budget approval

- i. The draft projects/ programme budgets shall first be scrutinized and approved by the project appraisal committee for quality and compliance with other WSF requirements before being submitted to the Budget Committee for further review and approval.
- ii. The final Budget, together with the annual plan and project document, shall be submitted to the donor with the authority of the WSF Executive Director.
- iii. No staff member or budget holder shall prepare and submit directly to the donor any budget or proposal without the expressed or delegated authority of the WSF Programme Director.

3.11 Budget Revision and Reallocation

- i. The budget Committee, on the advice of the budget holders, shall authorize the allocation and budget revision based on the performance report at regular intervals as may be required.
- ii. Budget revisions shall be undertaken in accordance with the specific donor and funding agreements, including agreed deadlines and procedures for budget revisions.
- iii. Application for budget revision shall be prepared following the appropriate standard format, accompanied by a suggested revised annual work plan.
- iv. Budget revisions shall take the following forms, depending on the conditions stipulated in the funding agreements:
 - a. Reallocation of funds between main budget lines or sub-lines within the approved annual project budget sum.
 - b. Reallocation of funds from the current calendar year to the subsequent calendar year(s). This only applies to donor agreements that span two or more years.

3.12 Budget Monitoring

- i. The WSF Executive Director has the overall budget responsibility for all WSF budgets and Monitoring. However, he/she will delegate part of this responsibility to the relevant and authorized budget Holders.
- ii. It is the responsibility of the Budget Holders to monitor their specific sector and departmental budgets. They must therefore produce narrative explanations based on the financial information for identified trends within their project budgets and brief SMT on a monthly basis about the general compliance with the budget.
- iii. The Finance and Administration Officer shall, on a monthly basis, produce SMT an up-to-date and accurate budget monitoring report and analysis for all project programmes based on the information generated by the accounting systems and present them to the SMT and the Budget Holders.
- iv. As a minimum, the budget monitoring reports shall contain the following information and analysis for all the projects:
 - a. Funds received against approved annual budgets
 - b. Actual expenditure against approved budgets
 - c. Actual expenditure against project progress

- v. The budget holders, however, shall be responsible for the daily monitoring of their budgets through an Excel sheet per project

3.13 Budget Allowable Variance

- i. It is the requirement of WSF that overall approved projects and Programme budgets ceilings are not overspent, and therefore that WSF does not overspend on its annual approved budget ceiling.
- ii. The budget Holders can, however authorize specific budget line variations of less than +/- 10%. These variation in over or under expenditure of +/- 10% has to be offset by an equivalent under or over expenditure on another budget line within the same project. For a donor-funded project whose agreement does not provide for such flexibility, the donors' consent must be obtained before such variations is made.
- iii. Where an over expenditure of more than +/- 10% on a particular line item within the approved budget is necessary, it has to be approved by the WSF Director and submitted to the donor for their consent. Such variations shall be properly justified and documented by the Budget Holder.
- iv. If the budget is overspent without obtaining the necessary approval as stipulated above, the Budget Holder shall be held fully responsible.
- v. Where an overall over or under expenditure in the budget ceiling is anticipated, the variance should be addressed by undertaking the budget revision and the budget reallocation as provided for under the provision of this manual.

3.14 Compliance with the Budget

- i. Overall responsibility for compliance with WSF budget lies with the director.
- ii. WSF Director shall delegate part of the Budget compliance responsibility to respective budget holders but never the less, him /her still responsible for the compliance.

CHAPTER FOUR:

4.0 EXPENDITURE CONTROLS AND JUSTIFICATIONS

4.1 General

- i. Each budget holder is responsible for the efficient and effective control and administration of the finances of those budgets under their management and control.
- ii. The finance director shall have the primary duty to ensure that a sound system exists to achieve the above control and that the finance manual is strictly followed.
- iii. The budget holders are responsible for the control of expenditures on budget lines and are liable for any unauthorized expenditure on those budgets.
- iv. The budget holders are further required to ensure that strict economy is exercised on the administration of expenditure and budget under their control, and to ensure that funds are not spent in totality or partially unless such expenditures are necessary.

4.2 Requisitions for Expenditures

- i. Any staff members intending to incur expenditures on behalf of WSF shall originate their cash payment requisitions in the prescribed format and timeframe. See Appendix 6.
- ii. All requisitions for funds and cash payments should be made, allowing **at least 3 working days** before the funds are required, so as to guarantee the availability of such funds
- iii. The exceptions to this requirement shall only be allowed and accommodated in special circumstances and situations of emergency, which are not a result of poor or a lack of planning by the concerned staff member.
- iv. All requests for payment/cash **MUST** contain all the relevant supporting documentation (purchase requisition, LPOs, Invoices, Receipts, Acknowledgement letters, and any other documentation deemed fit) and **MUST** be properly coded:
 - Project Codes and Name, e.g. WSF001 | partner Network & facilitation
 - Activity Codes, e.g., 4.01 M&E Training
 - Expenditure Codes, e.g., 6820 stationeries
 - Donor Codes e.g., 706 European Union.
- v. All expenditure requisitions which do not comply with the above provisions shall not be approved.

NB: need for a proper chart of accounts in place to denote the above.

4.3 Authorization and approval of Expenditures

- i. The first level of authority to spend funds shall be granted by the approval of the project budget and upon the irrevocable funding commitments from the donors.
- ii. The second level of authority to spend the project funds shall lie with the budget Holders.
- iii. WSF Director has the overall budget responsibility for all budgets and can authorize payments on any project budget lines. However, he/she will delegate part of this responsibility to approve expenditures to other budget holders.
- iv. The person with the budget must sign all payments related to the project for which they are responsible. Expenses concerning or requested for by budget holder must be signed by another staff that also has a budget holding responsibility.
- v. Budget holders with secondary authorities can ONLY approve expenditures on budget lines outside their mandate AFTER obtaining Email authorization from the budget holder with primary responsibility.
- vi. Final authorization to transfer funds to partners shall be granted by the Director.
- vii. Any staff with no budget holding authority shall not give such approvals unless he/she has obtained an “authorization for delegation of authority’ by the budget holder with primary responsibility.
- viii. Before approving expenditures, budget holders shall ensure that there are sufficient budgetary provisions and that all the relevant documentations are available before approving any requisition. Budget holders also should ensure that all expenditures are allocated to project(s) in accordance with the approved budget codes.
- ix. All budget holders shall maintain an Excel sheet designed to track payments/expenditures for all projects on each budget lines on a monthly basis to help them monitor their budgets.
- x. No payments shall be made from WSF funds unless authority has been granted.
- xi. All expenditures will be strictly allocated to project(s) strictly in accordance with the approved budget codes for each budget monitoring and reporting.
- xii. Payments for expenditures shall ONLY be made when they are due and the actual date of payment must be the date recorded in the accounts. In no circumstances shall payments be made before they are due.

- xiii. Expenditure chargeable in any financial year must be accounted for within that financial year. All officers are required to ensure that all expenditures incurred are chargeable against a budget year in as far as possible paid within the financial year to which it relates.

4.4 Incorrect Payments

- i. A staff member making disbursements without proper authority will be held personally responsible for the amount and may be called upon to make good such payments and commitments.
- ii. A staff member whose duty requires him/her to render accounts or provide information will similarly be held responsible for any inaccuracies in the accounts.

CHAPTER FIVE:

5.0 GENERAL PAYMENT PROVISIONS

5.1 General

- i. Payments for goods and services will be made as soon as possible BUT not later than 30 days after accounts are rendered or services performed. An officer **may** be called upon to refund any loss occasioned through the late payment of an account as a result of his/her omission or commission in delaying such payments.
- ii. Any negligence or delay on the part of the officer in presenting claims or in furnishing completed vouchers may result in the claim or voucher being totally or partially disallowed.
- iii. All discounts allowed or advance payment made on any account should be deducted, and the voucher made out for the net amount.
- iv. No staff will certify or authorize payment vouchers made payable to his/her self.

5.2 Payments for Goods, Services, and Contracts

- i. All WSF suppliers and service providers shall only be paid after completion of the delivery of goods and services ordered by WSF.
- ii. All payments for suppliers, except for petty cash purchases, shall be made by cheque or bank transfer within a maximum period of 30 days from the date of receipt of the supplier's Invoice.
- iii. When requesting goods and services provided, all the relevant documents (purchase requisitions, tender invitations, quotations, LPOs, Goods Received Notes, Invoices, Correspondence, etc.) used must be attached and presented to finance in their original forms.
- iv. Before making any payments, the finance department shall check and ensure that all internal control regulations/compliance issues have been observed, all the relevant attachments are available, and goods and services quoted have actually been provided and rendered.

5.3 Payment by Cheques

- i. All payments for WSF purposes must be paid by crossed cheques drawn on WSF-specific bank accounts.
- ii. All payments of WSF purpose to suppliers, partners, and any other third parties shall be made by cheque, EFT, or Online, payable in the name of the payee.
- iii. Cheques shall be out to the payee exactly as per the amount in the payment voucher.

- iv. Cheque leaves must be drawn and issued in its strict numerical and serial number voucher.
- v. Salaries and wages cheques should be drawn on discrete schedules, so that the total of the cheques drawn agrees to the net salaries/wages due shown on the summary sheet for each group of banks.
- vi. All cheques drawn and issued must be recorded on a cheque register book in the order issued. It must show exactly what is written on the cheque. Any cancelled cheques must also be shown on the register.
- vii. White out amendments to any part of the cheque register is not permitted. Any adjustments must be made by crossing through the original entry and rewriting the correct entry. All amendments must be signed/initialized by the cheque signatories.
- viii. The cheque signatories shall be responsible for verifying that the cheques being issued are accurate and being processed in accordance with the internal control provisions.
- ix. When signing cheques, the following should be verified:
 - a. Payment voucher relating to the cheques has been attached and fully filled.
 - b. Payee on the voucher/cheque stub/cheque register is exactly the same.
 - c. Amount on voucher, cheque stub, cheque, and cheque register are the same.
 - d. Amount in words and in figures on the cheque agree and are dated correctly
 - e. The cheque is dated correctly.
 - f. Voucher supporting documents are properly authorized
 - g. Ensure that any prior cheque signatory has properly signed.

5.4 Receipt of Payment

- i. All receipts for payments will be obtained at the time of payment
- ii. All persons external to VSF receiving payments for themselves or on behalf of a third party must identify themselves by means of a valid identity card or similar genuine documents.
- iii. Staff of VSF shall not be allowed to receive payment directly chargeable to expenditures on behalf of a third party.
- iv. All payments on a single payment voucher will be made and received either by cash or cheques, but not by a combination of both cash and cheques.
- v. One cheque may cover a number of payment vouchers, and one payment voucher may cover any number of Invoices, provided they refer to the same payee.

5.5 Payee and Payee identification

- i. All payments by WSF will be made only to the person or firm named on the supporting documents and the relevant payment vouchers or to their legal representatives.
- ii. When payments is to be made to the legal representative, authorities such as a sworn affidavit to receive payment must be presented by such person to the budget Holder who will then authorize the Finance Assistant accordingly.
- iii. The Finance Assistant or any staff member making a payment must satisfy him/herself that the person claiming the payment is the person duly authorized to receive the same amount.
- iv. Any staff member who deliberately or otherwise makes payment to an authorized person shall be held liable for such loss and will be expected to make good such amount.

5.6 Payment Voucher

- i. Payment vouchers in the form prescribed by WSF must support all cash and cheque payments, and receipts must be obtained for all cash payments at the time of payment.
- ii. A voucher must document each entry into the accounts. Each payment voucher will be accounted for separately and chronologically.
- iii. Payment vouchers will be prepared in ink and, ballpoint pen. Vouchers prepared in pencils or erasable inks shall not be honored
- iv. Payment voucher will be filled in numerical and or serial order immediately after payment has been made and kept safely for **at least ten (10) years**. Under no circumstances will payment vouchers be left hanging in the voucher book after payment has been effected.

5.7 Particulars required on Payments Vouchers

- i. Payment vouchers must show reference to the authority for the expenditure i.e. supporting documents, minutes, reference, and contract number.
- ii. All payment vouchers will contain full details to explain the reason for the payment, and to show that the amount is correct and properly chargeable to the specific projects and budget line and be properly dated and signed by all the parties concerned.
- iii. The accounting manager and or Finance Officers shall review and ensure that all the required information on the payment vouchers are indicated before they are passed on for further processing in the accounting system.

5.8 Travel Expenses Vouchers

- i. Travel expenses vouchers must include the following information:

- a. Name of person requesting/claiming for the allowance
 - b. Explanation for making the travel
 - c. Itinerary, dates, and hours
 - d. Number of days/nights being made/claimed.
 - e. Approved by Budget Holder.
- ii. Day Allowances shall be administered and paid in accordance with the provision of the Human Resource manual. Day allowance is provided to staff while in the field for a period of six hours.
 - iii. Perdiem for staffs is granted when on duty outside the area of residence and calculated at a rate of 100,000/= to cover both accommodation and subsistence overnight.

5.9 Representation Expenses

- i. Representation expenses shall only be incurred after authorization by the Director. All representation expense incurred by any officer and not expressly authorized by the Director SHALL not be admissible and such expenses will be charged to the concerned staff personal account and the cost met directly by him/her.
- ii. Payment vouchers regarding representation must include the following information;
 - a. type and purpose of the meeting
 - b. Names of participants with specifications

5.11 Documents supporting Payment vouchers.

- i. All documents in support of the payment voucher, including invoices, LPOs, contracts, Receipts, Delivery Notes, GRNS, and specific authorities, must be attached to the payment voucher. Invoices only shall not be accepted as accountability.
- ii. All payment vouchers must be fully original documents. Statement of accounts and photocopies will not and should not be accepted for payment purposes unless certified.
- iii. Should the original invoices and payments support documents get misplace, a duplicate must be obtained and certified by the accounting Manager, and or Finance Officer to the effect that the original cannot be trace and that payment has not previously been made.
- iv. Where purchases are made for cash, the receipts or cash sales slips(s) must be attached to the payment voucher(s).
- v. Where it is impracticable to obtain receipts, a simple form, and or contract should be made where the recipient signs acknowledging receipt of money.

5.12 Signature on Payment Voucher

- i. The original of payment vouchers must be certified in full by the cheque signature (or cheque payments) and finance assistance and countersigned by the cheque recipient. For cash payments they shall be countersigned by the responsible finance staff. All payment vouchers **MUST** be signed using permanent ink or ball point pen.
- ii. The signature of the officers on a payment voucher certifies that the voucher is correct in every aspect and the signatory takes full responsibility for any deficiency therein.
- iii. The person certifying the voucher is responsible for ensuring that:
 - a. The services and goods specified have been made and duly performed.
 - b. The rates charged are reasonable and in accordance with the approved contracts and scales.
 - c. The amounts are correctly chargeable to the budget lines on the vouchers.
 - d. The computation and the castings have been verified and are arithmetically correct.
 - e. The person named in the payment voucher is entitled to receive money.
 - f. All deductions including advances or other liabilities have been made.
 - g. The payment complies with WSF financial policies and procedures.

5.13 Examination of Payment Vouchers

- i. The accounting manager or the finance officers or their authorized representatives will examine and sign all payment vouchers before they are filed to ensure that the required documentations is present, payment vouchers are properly coded, arithmetically correct, and that they were properly authorized.
- ii. Any payment vouchers must contain sufficient information in respect to the payment.

5.14 Loss of Payment Voucher

- i. A replacement voucher shall be prepared for any lost payment voucher and must be certified by the accounting manager that the original has been lost and cannot be recovered with explanation to the circumstances of the loss.
- ii. Where a purchase requisition, Local Purchase Order (LPO), or an invoice is lost, a certificate will be prepared by the Logistic staff and endorsed by the accounting manager stating that payment has been previously made.
- iii. If the entire set of books is lost, it must be immediately reported to the line manager who will in turn notify the finance director who shall be required to handle it in accordance with the loss of accountable documents.

5.15 Marking Paid documents

- i. All payment request including all original invoices and supporting documents shall be marked “PAID” when payments has been made. This can be done using a simple stamp or in clear bold print.

CHAPTER SIX:

6.0 PAYMENT – SALARIES AND WAGES

6.1 General

- i. Salaries and wages for staff of WSF shall be paid according to the approved salaries and wages scales and the provisions of the Human Resource manual.
- ii. The finance administrator and accounting manager will keep personnel records for each member of staff containing **ONLY** the financial information necessary for them to correctly calculate monthly staff salaries and wages.
- iii. The detailed personnel records shall be kept by the human resources department as per the provisions of the Human Resource Manual.
- iv. The record kept by the finance staff indicated in (ii) above will show, as a basic minimum, the following information for each employee:
 - a. name of the staff and date for each appointment
 - b. tax identification and NSSF number
 - c. designation and grade/scale
 - d. annual and monthly pay
 - e. bank account details (name, address, and account number)
 - f. allowances if any
 - g. statutory and non-statutory deduction
- v. The Human Resource Department shall always update the Finance Department on any changes in any staff member's employment conditions arising from new recruitment, promotion, salary upgrade/downgrade, suspension, and termination/dismissal.
- vi. All staff salaries will be prepared and transferred to individual bank accounts as per the agreed deadlines.

6.2 Processing of Payroll

- i. Once a person is employed by WSF, he/she will be assigned a number by the accounting manager, and their payroll information entered into the payroll systems by the Finance administrator.

- ii The accounting manager shall ensure that the monthly payroll for all salaried personnel from the personnel records, and other authorized notifications, is prepared for all staff timely and accurate manner within the stipulated deadlines.
- iii The Finance administrator will run the payroll for all staff by the 20th of each month or earlier if the 20th is not a working day. The payroll register will be printed and checked by the accounting manager and approved by the Programme Director.
- iv The exception to clause (iii) above shall only be in December, when payment will be made on or before the **15th December**
- v Long-term consultants' fees and wages for daily paid employees will be made on the last working day of the month in which they're due.
- vi The payroll will show for each staff member of WSF the following information
 - a) month of payment
 - b) Name and staff number of employee
 - c) Basic salaries
 - d) Any other allowances
 - e) Gross and Net pay
 - f) Statutory deductions (PAYE and NSSF)
 - g) Other itemized deductions (salary advance, working advance, contribution to and recovery of staff saving scheme, and other non-statutory deductions, etc.) as may be applicable.
- vii The finance Administrator will, after the payroll cheques have been prepared and signed, print out the pay-slips for each employee and have them distributed on or before the 26th of the month for which the salary is being paid.
- viii All staff shall be paid by means of a direct transfer to their bank account through a remittance schedule signed and approved by the cheque signatories. No cash payments for salaries will be made to any staff member.
- ix Exception to clause (viii) shall only apply to staff members who have just been recruited and do not have bank accounts. This shall, however, apply only in the first month of joining the service of WSF.
- x The accounting manager shall be responsible for ensuring that all staff members, including new staff joining WSF, have opened personal bank accounts in the banks of their choice where their salaries will be transferred monthly.

- xi While WSF will not restrict the banks for which the staff should open personal bank accounts, they shall be advised, however, on factors relating to speed, economy, and efficiency in banking relating to transfers of their salaries.
- xii For staff whose salaries have to be transferred to a foreign bank account, WSF shall not meet the cost of transferring staff salaries to those bank accounts. Where a staff member opts to maintain a foreign bank account, the cost of transfers (bank charges, commission, ledger fees, etc) shall be borne by the concerned staff member from his/her salaries.

6.3 Drawing of Bank Payment & Cheques Schedules

- i. The Finance Officer shall extract a monthly pay schedule for all staff members in the payroll for a particular bank, showing;
 - a) Date and month of payment
 - b) Number of staff
 - c) Bank name and branch
 - d) Cheque number
 - e) Account to be credited (i.e., account name, number and amount)
 - f) Total amount payable to each Bank
- ii. Instructions to the receiving bank shall include the directives for the bank to deduct bank charges and other fees from the WSF bank account. WSF shall, however, not meet the banking costs charged by the staff member banks for handling their individual banking transactions.
- iii. The schedule shall be signed by an authorized bank account signatory
- iv. The payment schedule will support the payment voucher for a cheque to be drawn payable to the relevant bank and branches, and the cheques will be drawn following the normal payment procedures.

6.4 Salary Advance

- i. All salary advances to staff shall be administered in accordance with the provisions of the Human Resource Manual.
- ii. The mid-month salary advance will be requested for, and paid once on the 5th day of the month.

- iii. All salary advances paid for the month shall be recovered in full within the same month.

NB to be aligned with the human resource manual

6.5 Statutory Returns

- i. The accounting manager shall ensure that the relevant monthly statutory returns are prepared by the 10th of the month and remitted to the relevant NGOs not later than 15th of the month.
- ii. At the end of each financial year, the Accounting manager should prepare WSF annual statutory returns for all relevant government bodies, reconcile them to the monthly returns made for the year and submit them within the specified deadlines.

CHAPTER SEVEN:

7.0. PAYMENTS- ADVANCES

7.1 General

Advances are the sum of money disbursed to staff to meet official anticipated costs for which the exact amount is not yet known. They are short-term money given to WSF staff that must be accounted for promptly on completion of the activities for which it was disbursed by the production of genuine and valid support documentation, such as receipts and vouchers for the sum paid, etc.

- i. WSF money shall under no circumstances be made use of for private, unauthorized purposes. WSF staff are strictly prohibited from receiving advances of any money.
- ii. Application for advances must be made on the officially approved form (appendix 6), which shall include provision for the signature of the recipient, the payer, and the authorizer.
- iii. All advances to any staff must be approved by the budget holder, the concerned staff line manager, and the accounting manager. Whenever a debt arises to an individual staff member as a result of giving an unauthorized advance, the amount has to be repaid immediately unless payment by installment is authorized by the finance directors and by the accounting manager.

7.2 Procurement Revolving Working Advance.

- In order to facilitate cash purchases, WSF shall provide, for logistic purposes, a revolving working advance of UGX 300,000 for offices with no logistic setup and up to UGX 500,000 for cash purchases as per the provisions of the procurement policies and procedures manual.
- This amount shall only be used for cash purchases conducted by officially appointed logistics set up in place.
- The working advance must be cleared within 3 working days and accounted for before applying for a new one, following the standard procedures of accounting for working advances.

7.3 Working Advance

- i. WSF shall, under special circumstances, advance funds to its staff to enable them to meet official expenses during the course of their duties and ensure accountability at the end of such activities.

- ii. The amount of cash advance to WSF staff should be kept at a minimal level, not exceeding **3,000,000/=**. Cheques issued directly in the name of the service provider should be made for large payments such as accommodation, meals, and hall hire during workshops.
- iii. No more than a cash advance to WSF staff should be outstanding to one member of staff at any one time. Working advances must be accounted for or reimbursed immediately after the purpose for which it was granted ceases and before another advance can be made. An exception to this provision shall only be authorized by the budget holder.
- iv. All requisitions for working advances must be made in accordance with this policy in the same way as other payment requests and are subject to the normal approval process adopted by WSF.
- v. If any staff member receives a cash advance and the activity is delayed for one reason or the other, the advanced amount should be returned to the finance office and a receipt issued. A new request for the cash advance shall be made at a later date when the activity is meant to take place.
- vi. All working advances will be posted to the personal ledger account of the staff, being advised of the money, and will be released only when it's fully accounted for according to the procedure for clearing working advances.

7.4 Travel Advances, Per diems for Subsistence Costs.

- i. WSF shall pay a daily subsistence allowance (per diem) to its staff who are to undertake official travel. The per diem rate is provided for under the human resources manual and ascribed to the finance and accounting manual at a rate of **100,000/= per night**
- ii. Per diem shall be calculated from the start of the journey till the member returns to his /her duty station to cover expenses such as meals, drinks, accommodation, and other expenses in the course of travel.
- iii. No staff member should double claim for any costs incurred while traveling.

7.4.1 Travel Expenses claims.

- i. Normally, the actual local and international travel expenses incurred by staff in the course of their duties are reimbursed on the production of valid documentation.

7.4.2 Subsistence Allowance

- i. A daily subsistence allowance to cover expenses in the course of travel on behalf of WSF shall be provided at the rate provided for in the human resources manual and as ascribed to the finance manual at a rate of **25,000/= per day**.
- ii. Subsistence allowance shall be calculated from the start of the journey till return to the duty station/home. For travel exceeding 24 hours, a minimum of 6 hours shall be required to add another day for subsistence allowance.
- iii. If no meals are provided, the traveling staff member shall receive the full subsistence allowance, and a deduction shall be made when food is provided, as is often the case in most workshops and seminars:
 - a. Breakfast provided - less 10% (or US \$ 20 for international Travel) per day
 - b. Lunch provided - less 40% per day
 - c. Dinner provided - less 50% per day
- iv. Where a staff member opts to sign for lunches during the course of the travel, finance shall compute the **FULL** amount for meals taken, and the amount shall be posted to the staff's personal account and deducted at the end of the month from the staff's salary:

NB explanation to the above for the deduction out of what?
- v. For all international travels, if all the meals are provided, the following amount shall be paid as out-of-pocket allowance:
 - a. Stay outside Uganda - US \$ 50 per day
 - b. Within Uganda - UGX 25,000 per day
- vi. For WSF staff going to the field in the area of operation, they will be entitled to a lunch allowance of 25,000 Uganda shillings only on a daily basis.

7.4.3 Overnight Accommodation Allowance.

- i. If a traveling staff member stays in one country for more than 25 days, the subsistence allowance paid to him/her will be reduced by 25%.
- ii. Hotel expenses (overnight accommodation allowance) for all travel will be paid and accommodated for as per valid receipts and documentation within the limited rates set out in the human resources manual.
- iii. If a traveling staff member chooses private accommodation, he/she is entitled to an overnight accommodation allowance without receipt or documentation of expense as follows.

f. Location Travel	UGX 200,000 per night
g. International Travel	US \$ 100 per night

7.5 Accounting for Working Advances.

7.5.1 General – Why we should Account

- i. To acknowledge responsibilities placed upon us and fully accept that we are responsible for our own actions and the implications of those actions.
- ii. To report and demonstrate how resources allocated to us have been managed in achieving the intended goals and results.
- iii. To explain and justify how we have used the delegated responsibilities assigned to us in the course of undertaking the assigned tasks
- iv. To show that in the course of undertaking the agreed tasks we observed the ethical standards for delivering the goods and services agreed upon.
- v. To demonstrate that we have complied with policies, procedures, regulations and other rules/laws whiles undertaking our duties.
- vi. To demonstrate that we have been able to obtain value for money in all the activities we have implemented.
- vii. To show that we are credible and ethically up right in managing and utilizing the resources entrusted to us.

7.6 Accounting for Working Advances

- i. When making accountability for financial resources, WSF requires that its staff observe the above guidelines but also maintain personal integrity, managerial obligations, professional conduct/ethics, legal compliance, efficiency and effectiveness, and financial obligation.
- ii. All advances made to a staff member must be accounted for and cleared as follows:
 - a) Purchases of equipment, inventory, etc., 2 working days
 - b) Longer period activities and workshops 1 week
 - c) Procurement advances by logistic staff when it's exhausted and immediately after 2 days.
- iii. Accountabilities for working advance must be approved by the budget holder and/or the line manager of the staff making the accountabilities before they are submitted to the Executive Director, or the finance officer for retirement.
- iv. Any staff member who takes an advance and the activity is delayed for one reason must return the advanced amount to finance.
- v. No further advance shall be given to staff members who have not cleared previous advances except with the approval of the budget Holders. Exception to this provision shall only apply when the staff member has two or more trips/activities within a few working days, and it is unreasonable to expect the member to clear the previous advance.
- vi. Staff members who will accumulate working advances due to the frequency of travel shall be required to make the accountability for all the advances immediately after the previous trips, as provided for under (ii) above.
- vii. Working advances not accounted for within the duration provided for shall be deducted from the salary of the staff member concerned without any consultation.
- viii. Where the working advances are in excess of the staff member's salary, instructions on the number of installments to be deducted shall be agreed upon between the concerned staff and the Accounting Manager, Programme Coordinator/Director
- ix. Where a staff member fails to account for funds advanced to him or her and the amount of outstanding advance is in excess of his or her two months' salary, the Programme Coordinator/Director, on the advice of the accounting manager and or Finance Officer, shall enforce the following internal control measures:
 - a) Instruct that overdue accountability is deducted from the staff member's salary.
 - b) Instruct that no further advances should be given to staff members.

- x. Balances on working advances must be paid back, and a receipt issued to the staff. An unaccounted-for balance from a working advance will also be deducted from the employee's salary. Deficits realized from the working advances shall be approved by the budget holder and refunded immediately to the concerned staff following the normal payment procedures.
- xi. Consistent failure to account for advances is a breach of the employee's duties and obligations and shall be dealt with in accordance with the Human Resources Manual.
- xii. The Accounting Manager shall be required to prepare and submit to the Finance Director, a quarterly staff debtors and creditors' status to enable them to enforce recovery of such debts and credits.

7.7 Qualities of Accountability supporting Documents

- i. When submitting an accountability for any fund advance to a staff member, he or she must ensure that, as a minimum, the accountability documents must meet the following basic specifications:
 - a. The documents are original and not photocopies/carbon copies.
 - b. The documents are traceable to a particular source, especially for material transactions-headed receipts.
 - c. The documents are clearly written and written within an average eyesight.
 - d. The documents must not have been written by themselves but rather by the person receiving the money.
 - e. The documents are complete, and the figures total to the amount being accounted for and are mathematically correct.
 - f. The accountabilities are in accordance with the approved plan and prescribed formats. Where it is not compliant with the approved plan, justifications for variance should be attached.

CHAPTER EIGHT

8.0 BANKING

8.1 Opening Bank Account

- i. The Executive Director shall be responsible for establishing and maintaining the necessary bank accounts needed to ensure the safe and continuous running of the programmes.
- ii. In selecting the bank to open an account with, the financial stability of the bank is most important. In addition to the financial stability, the following factors should also be considered;
 - fees charged by the bank
 - accessibility to cash
 - location of the bank
 - reputation of the bank
 - services offered by the bank
- iii. Once a bank with which to open an account has been established, the following information shall be provided to SMT for approval to open the account;
 - Why is the bank account required and how will it be used
 - name and address of the bank
 - Name of the bank account to be opened.
 - Type of account to be opened
 - Currency
 - Staff authorized to be signatories
- iv. All WSF bank accounts shall be opened in the names of “WARRIOR SQUAD FOUNDATION”....PROJECT NAME.
- v. The number of bank accounts to be opened and operated shall be determined by;
 - The nature of funding and projects (framework and humanitarian projects).
 - Funding agreements and donor conditionality
- vi. Warrior Squad Foundation shall keep the minimum possible number of bank accounts to reduce the costs of banking and the clerical work involved in reconciling all the bank accounts

8.2 Maintenance of bank accounts

- i. The use of Warrior Squad Foundation bank accounts for other than official transactions is prohibited. In no circumstances may money be lodged in a private bank account, nor may private money be lodged in a bank account.
- ii. li Bank accounts operated by shall be reviewed regularly to confirm that they are still valid, the signatories are still correct, and that there have not been changes in the bank's financial stability or reputation.
- iii. The finance Administrator/Manager will maintain a master listing of all bank accounts for WSFThis information shall be sent to the field offices on an annual basis for review and confirmation or correction if necessary.
- iv. If a field office learns of information that might impact the stability of a bank in which maintains an account, details of the information should be sent immediately to the Finance Administrator/Manager.
- v. Whenever an employee who is a signatory the bank account leaves the position that is listed as a bank account signatory, he/she shall immediately be deleted as a signatory and when appropriate, adding the replacement staff to the list of approved signatories.
- vi. All bank accounts operated by shall be registered with the head Office and the donor giving the name and the number of account, the authorized signatories and mandate.

8.3 Bank Accounts Signatories:

- i. All banking transactions including cheques shall be signed by the recognized and authorized bank signatories as approved by the Director/Coordinator.
- ii. As a minimum, there shall at any one time be three (3) signatories to any bank account opened and operated by WSF
- iii. All transaction from the bank account shall be authorized and jointly signed by any two of the approved signatories.
- iv. The following staff positions shall be listed as signatories to any operated bank accounts.
 - a. Executive Director
 - b. The Secretary Board
 - c. Any other Budget Holder

- v. In the event that two or more of the signatories to the accounts are away for an extended period, temporary signatories shall be introduced to the bank for that specific period when the signatories are away.

8.4 Changing Bank Account Signatories.

- i. Any changes to bank signatories whether temporary or permanent shall be proposed by the relevant staff and must be authorized by finance director.
- ii. A notification letter to the bank for changes in bank accounts shall be prepared by the accounting manager and shall be approved by any two approved signatories.

8.5 Closing Bank Accounts.

- i. As with the opening, any closure of bank account must be authorized by programme Coordinator.
- ii. Once determined that the Bank account is no longer required, any amount being held in that account should be transferred to another bank account and account closed as soon as all outstanding cheques have been cleared or voided.
- iii. The final bank statement showing the account balance (0) should be included in the next monthly financial report with a note in the covering letter stating that the account has been closed.

8.6 Dormant Accounts

- i. For WSF purpose, any bank account that remains unused for more than 6 (six) months and serve no useful purpose to keep shall be declared dormant and should be closed within the 6-7 month of dormancy.
- ii. All balances held on such accounts shall be transferred to another active bank account as stipulate under section 8.5 (ii) above.
- iii. Where WSF chooses to maintain a dormant bank account, the accounting manager and finance officer shall be required to submit to the finance Administrator/Manager Details of those dormant bank accounts together with valid reasons for keeping them open.

8.7 Management and Control of Cheques

- i. As already stated, cheques should be used in place of cash whenever possible.

- ii. Cheque books when not in use must be kept under lock and key in the safe under the sole custody of the Finance assistant. Spoilt or cancelled cheque leaves must be endorsed, punched, stapled and kept in the cheque book.
- iii. Under no circumstances should the bank accounts signatories' pre sign Blank cheques to be filled at a later time. If a situation arises where required signatories will be out of office for an extended period of time, the Programme coordinator should be notified to arrange for introduction of a temporary signatory for the duration that the authorized signatories will be away.
- iv. If a cheque book or a cheque leaf issued is discovered lost or stolen, the accounting manager shall be required to immediately contact the bank to stop payment on the cheque and the following information should be registered with the finance Director; the cheque number, date of cheque, payee and the cheque amount.
- v. Lost or stolen cheques should not be replaced until it has been certified by the accounting manager that it has not been cashed.
- vi. Before the replacement cheque can be reissued, the payee must sign an indemnity to the effect that should it be discovered that the lost cheque had been cashed by him/her, he/her will refund to WSF the amount paid on the replacement cheque and any charges that shall arise from the cancellation of such cheque by the bank.
- vii. The Finance Assistant is required to track the remaining supply of cheque stock and reorder the cheque books in time to ensure an adequate supply is on hand. When ordering for new cheque books, the number of leaves needed should be clearly specified.
- viii. A staff who accepts the cheques for and on behalf of WSF must verify that:
 - a. they are dated correctly i.e. not post dated or stale (i.e. over Six months old)
 - b. they are properly addressed to WSF
 - c. amount in figures and in words agreed and signed by the drawer
 - d. they are signed by the drawer
 - e. Cheques are not torn or mutilated and that alteration of any kind are countersigned in full by the drawer.
 - f. Those alterations of any kind are countersigned in full by the drawer.
- ix. All cheques payable to WSF must be drawn in favour of WSF and not in the name of the staff or third party.
- x. When a cheque previously received has been unpaid by the bank, the finance officer will issue a voucher to reverse the original entry and notify the Finance Director, Executive Director to immediately apply to the drawer to make good the amount by issue of another cheque.

- xi. Alteration to cheques drawn on WSF bank account must be countersigned fully by the cheque signatories.

8.8 Bank Reconciliation

- i. Bank accounts maintained and operated by WSF must be reconciled with the balances in the cash book monthly as soon as the complete bank statement for the month has been received.
- ii. Bank statement must be obtained as frequently as possible and in any case not less than fortnightly. Particularly at the end of the month, bank statements must be obtained quickly and reconciled with the cash book by the end of the first week of the following month or earlier officer and Finance assistant shall on monthly basis prepare and sign the bank reconciliation for all bank accounts held by the WSF office.
- iii. The reconciliation statements must be detailed all outstanding cheques, outstanding debits and credits and fully explained any differences between the balances.
- iv. All monthly bank reconciliation shall be checked and signed by the Finance Administrator and Programme Coordinator/Director.
- v. Original bank statements shall be attached to all the bank reconciliation statement prepared.
- vi. Any discrepancies arising from the reconciliation must be immediately investigated and resolved by the Accounting Manager and Finance Officer within the month in which they have arisen.

CHAPTER NINE:

9.0 CASH MANAGEMENT

9.1 Operation of Petty Cash Impress Funds

- i. WSF will operate a petty cash fund of an amount capable of meeting a week's small cash transactions needs and requirements on the imprest system in order to meet the following objectives:
 - Expedite the acquisition of low-value/frequently purchased items, which are vital for the smooth and efficient running of daily activities.
 - permit a commitment to expenditure at a lower level of authority
 - Reduce the lead time for obtaining cash from the bank and reduce the volume of requests for payments through the bank account.
- ii. The petty cash amount kept in the office shall be insured to mitigate any risks associated with holding cash in the office.
- iii. The Finance Assistant shall maintain an Excel-based petty cash book that shall be kept up to date and accurately reconciled.
- iv. For the purpose of policy conformity, this section was developed for use during the inception days, and with modernization in global trends, WSF is moving out from holding cash for petty payment to transacting business online as a new development in the business sector.

9.2 Petty Cash Operating Procedures

- i. A check on the petty cash limit with the relevant approvals obtained shall be encashed and entrusted to the Finance Assistant for safe custody and Payments.
- ii. To ensure safe custody of cash in the office, WSF will procure:
 - a. Safe and cash Box with a pair of Keys to be kept by the Finance assistant and Finance Officer
 - b. Preprinted petty cash vouchers and pads
 - c. Paid stamp with adjustable dates.
- iii. The finance assistant is responsible for the safe custody of petty cash and will be required to reimburse the appropriate account for any shortages that may occur.

- iv. The person receiving the cash from the Finance Assistant should always sign and date the relevant petty cash voucher, acknowledging receipt of the same.

9.3 Payment from the Petty Cash

- i. The limit of UGX 500,000 per expenditure shall apply to all payments from the petty cash. Any amount per expenditure in excess of UGX 500,000 shall be processed through cheque(s).
- ii. Request for payments from the petty cash must satisfy all the purchase order requirements and must be submitted to the Finance Assistant in the same way as if a direct cheque disbursement/ payment were to be processed.
- iii. Written approval by the budget holder(s) must be obtained on all petty cash requests before the release of the cash to the requester.
- iv. All petty cash petty cash vouchers and request must be accompanied by any or all the of the following supporting documentations; purchase order, evidence of bids/quotation/price checks, pro forma invoices, sales invoices, receipts, purchase for which the expenditure is required, written evidence of approvals, and or any evidence/documentation as per the guidelines required for cheque disbursement.
- v. After issuance of the cash, the relevant petty cash voucher and supporting documentation should be effectively cancelled, stamped **“PAID”**, and dated.

9.4 Replenishment of petty cash

- i. A request for petty cash reimbursement shall be made by the Finance Assistant as soon as the 75% of time limit has been depleted and must be accompanied by copy of the petty cash book showing the utilization of the previous disbursement.
- ii. The Finance Administrator and Finance Assistant shall verify request for reimbursement for petty cash based on the payment voucher issued and transactions in the petty cash book since the last disbursement was made. Request shall be approved by the Finance Administrator and the Finance Assistant before the Cheque can be issued.

9.5 Cash Counts

- i. The Accounting manager or accounting officer shall ensure that cash counts for cash held by the finance Assistant or any other officer in charge of petty cash is frequently carried out at least on monthly basis in addition to the surprise cash count and that a certificate issued.
- ii. All cash counts, certificates shall be signed by the staff member carrying out the count and a witness to the cash count.
- iii. The Accounting Manager or Finance Officer, when conducting/checking the cash count is expected to physically count and check the cash balance.
- iv. Take over the cash book from the finance assistant or the person in charge of cash and count the cash in the presence of another officer who must remain around until the book is returned to the finance assistant. Enter the total of the cash counted on a pre-filled standard cash count certificate form.
 - a. Ascertain whether any document exchangeable for cash have been issued since the last check and see that they are produced.
 - b. Enter all receipts issued since the last pay on a cash count certificate.
 - c. Compare the total of the physical cash counted and the cash book balance.

9.6 Discrepancy and Surplus

Any discrepancy realized from the cash count that cannot be accounted for after the rechecking should be dealt with as follows.

- a. Any shortage should be paid immediately in cash by the Officer responsible, thus restoring the total cash counted to the total value of the receipts entered on the cash count certificate.
- b. If immediate payment by the officer responsible for the shortage cannot be arranged, a personal account shall be created by means of a journal entry. Such amounts shall be deducted from the staff member's salary at the end of the month for which the shortage occurred.
- c. Report of any shortage shall be made in the cash count certificate
- d. Any surplus realized will be brought to the account in the cash book, and a receipt will be issued. If, at a later date, the reason for the surplus is discovered and a refund becomes necessary, a requisition will have to be raised and approved for payment in accordance with the provision of this manual

9.7 Cash Reconciliation

- i. An officer responsible for petty cash shall prepare cash reconciliation daily, weekly, or fortnightly, depending on the level of expenditure, to avoid the difficulties experienced in conducting cash reconciliations on a monthly basis.
- ii. Cash reconciliation shall be prepared for the currencies held in cash by WSF at the interval stated above. If there are no movements on any of these currencies, then a quick physical cash check and the addition of a new date on the previous reconciliation are enough.
- iii. Cash reconciliation shall be approved by the Finance Administrator and the Finance Officers

CHAPTER TEN:

10. 0. WSF INCOME

10. 1 Sources of Income

- i. WSF programmes and activities shall be approved and financed on the basis of four different types of income.
 - a. income from the managing and participating members
 - Framework funds/income
 - Humanitarian or Emergency Funds/Income
 - b. Locally generated funds from donors
 - c. Disposal of old assets and equipment
 - d. Bank interest
- ii. The income for financing all activities shall be on the basis of the approved project budgets submitted to the donor.

10.2 Request for funds from Donors.

- i. The basis for funds transfers from the donor shall be the annual cash transfer plans derived from the approved budgets.
- ii. The chief controller shall prepare an overall WSF cash transfer plan for all donors for submission by 16th January every year or as and when the funding proposals and budgets have been approved by the donor.
- iii. The cash transfer plans and requests shall be prepared and submitted in accordance with the funding agreements signed between WSF and the donor.
- iv. Unless otherwise stated in the project, the cash transfer plan shall be distributed on a quarterly basis by the different projects in accordance with planned and budgeted activities.
- v. The annual transfer plan shall be duly signed by the accounting manager and the Director and submitted to the donors in accordance with the deadlines above.

10.3 Receipt of Funds from Donors

- i. All fund transfers shall be made directly to WSF-designated bank accounts. The transfers shall be identifiable by the finance staff and shall be recorded in the nominal ledger bank account.
- ii. WSF transfers received in cheque shall be banked immediately in a designated bank account in accordance with the provision under bank management in this manual.

- iii. WSF shall issue an official receipt for all funds received from donors and will advise the accounting Manager of the amount received.
- iv. For all funds received, the accounting manager shall prepare a funds receipt confirmation, which shall be returned to the donor.

10.4 Recording of Funds received from donors

- i. With the exception of funds received from WSF, all funds from all donors shall be recognized as a debit to the bank account and credited to accounts payable under each donor account
- ii. The actual income shall then be recognized each quarter as income based on the amount actually spent during the period.

CHAPTER ELVEN:

11.0. FINANCIAL ACCOUNTING AND REPORTING

11.1 General

- i. In order for WSF to be successful in attaining its objectives, it is imperative that the constant flow of information concerning its operations is strictly monitored and maintained.
- ii. Although the Executive Director is ultimately responsible for ensuring that WSF complies with the different donors' financial reporting requirements, the Finance Officer shall ensure that the financial reports and statements are prepared and submitted to the different stakeholders on a timely basis.
- iii. The chief controller shall always ensure that all financial reports are timely prepared and submitted to the Budget holders for subsequent transmission to all WSF donors at such intervals and formats as per the funding agreements signed between WSF and the different donors.
- iv. No staff shall directly submit the financial report to the donor without going through the budget holder and the grants manager.

11.2 WSF accounting system

- i. The key aspects of the accounting system shall be:
 - a. Double-entry bookkeeping
 - b. Modified cash basis of accounting, record accounting transactions as per cash flow, with the following modifications:
 - Commitment accounting recognizes and records significant commitments as they arise, through a purchase order or other legally binding contract
 - Accounting for certain assets and liabilities, At period end disclosure of all material assets and liabilities, in the Annual Accounts
 - Physical asset accounting systematically recognizes the acquisition of physical assets, using asset registers in accounts offices.
- ii. The computerized systems, such as QuickBooks, shall be used to capture and generate financial reports, format reports to suit specific donor reporting requirements, and format.
- iii. This system shall be exclusively used to capture, store, and generate/ report on all WSF financial information.
- iv. Where other systems, as defined in (iii) above, are used, the information contained in them shall be extracted from and reconciled to the ledger reports.

11.2 Key accounting control objectives and respective controls

The following key control objectives and their respective controls are essential to the system of accounting operated at all levels in the organization. Some controls will meet a number of control objectives.

11.2.1. Accuracy: the information in the accounts and the supporting subsidiary records shall be accurate, representing the actual substance of past events, without undue errors or omissions. This shall include correct and consistent classification of transactions and the recognition of revenues and expenditures in the correct time period. This objective shall be addressed by:

- budgetary control procedures
- a proper approval, certification, and authorization process for payments
- review and authorization of payroll schedules by a delegated authority
- a regular, complete, and up-to-date bank reconciliation
- procedures and controls for recording inter-entity transactions
- Maintenance of the physical assets register
- performance of regular stock takes
- control over the main tenancy of permanent accounting records
- procedures and controls for making adjustments to accounting records
- reconciliation of the general ledger to sub-ledgers, registers and source documents
- Detailed Chart of Accounts for classifying transactions
- a regular post-audit process, both internal and external

11.2.2. Completeness: The information in the accounts and the supporting subsidiary records shall be a complete representation of all past transactions that have occurred during the reporting period. This objective shall be addressed by:

- budgetary control procedures
- recognition of significant commitments, using a commitments register
- regular checks for transactions not brought to account, using an outstanding claims register
- Issue and review of sequentially numbered receipts for all revenue
- regular, complete, and up-to-date bank reconciliation
- Physical assets shall be recorded in a register
- regular and systematic review and clearance of suspense accounts

- Reconciliation of the general ledger to sub-ledgers, registers, and source documents
- a regular post-audit process, both internal and external

11.2.3. *Existence/Validity:* All transactions accounted for must be genuine transactions. This objective shall be addressed by:

- a proper approval, certification, and authorization process for payments
- claims shall be stamped as paid on authorization for payment
- audit trail from the payment to the source documents supporting the claim
- review and authorization of payroll schedules by a delegated authority
- Reconciliation of cheque/transfer advice to claim prior to signing by the delegated authority
- No duplicate receipts provided
- regular, complete, and up-to-date bank reconciliation
- performance of regular stock takes
- Maintenance of the physical assets register, including procedures for disposal and existence checks of assets
- A regular post-audit process, both internal and external.

11.2.4. *Economy:* the accounting system shall include controls to ensure the prudent allocation of resources. This objective shall be addressed by:

- expenditure approval, certification, and authorization procedures
- a competitive procurement process
- centralized purchasing for goods
- Asset management policies and procedures are maintained and followed.

11.2.5. *Effectiveness:* The accounting system shall include controls to ensure the effective performance of WSF responsibilities. This objective shall be addressed by:

- clearly defined responsibilities, scheme of delegation, and reporting lines
- comprehensive procedure notes
- Human resources program including recruitment, training, and appraisal.

11.2.6. *Efficiency:* in practice there will often be a tradeoff between economy and effectiveness. The

accounting system should seek to operate as efficiently as possible by optimizing the relationship between these two variables. This objective shall be addressed by:

- Pre-audit (certification) of payments.
- Issue of payment through direct bank transfer
- Use of imprest system for small payments
- Hierarchical organizational structure in which there is a clear scheme of authority delegation to perform the tasks
- responsibility accounting, using responsibility centres
- production of annual and monthly financial reports
- limited duplication of roles

11.2.7. Minimize risk of fraud and corruption: the accounting system shall include controls to minimize the risk of fraud and corruption. This objective shall be addressed by:

- segregation of duties, so that certain accounting functions should be performed by different officers, including:
- accounts and audit
- Recording of receipts and collection of money
- Approval/authorization and issue of payment.
- recording of expenditures and issue of payment
- budgetary control procedures
- pre-audit of claims for payment
- Maintenance of an authorized signatories list by the bank
- requirement of a double signatory for issue of payment
- issue of payment through direct bank transfer and cheques
- Maintenance of a physical assets register
- performance of regular stock takes
- control over the maintenance of permanent accounting records
- procedures and control for making adjustments to accounting records
- reconciliation of the general ledger to sub-ledgers, registers and source documents
- responsibility accounting, using responsibility centres
- clearly defined responsibilities, scheme of delegation and reporting lines
- a regular post-audit process, both internal and external

Key reporting control objectives and respective controls

11.2.8. Sufficient: the accounting system must produce sufficient information for the adequate control of the institution finances. This objective shall be addressed by

- preparation of monthly and annual account
- availability of an audit trail through sub-ledgers, registers and source documents to substantiate the financial reports
- On-going review of information requirement by users.

11.2.9. Relevance: the accounting system must produce financial information which is relevant and understandable to the users of the information. The financial reporting from the accounting system must be based on the accountabilities required of users, and their decision making requirements. This objective shall be addressed by:

- On-going review of information requirement by users.

11.2.10. Consistency: the accounting system must enable consistent information to be produced in financial reports, in order to be useful for decision making. This objective shall be met by:

- a consistent reporting period and unit of currency
- consistent accounting basis and policies
- consistent reporting formats and disclosures
- Accounting policies consistently applied across all entities

11.2.11. Reliable: the accounting system shall produce reliable financial information. This objective shall be addressed by the controls over completeness, accuracy and validity

11.3 Generation of Accounts and Financial reports.

i.WSF has adapted a centralized model of finance and accounts management in which all financial transactions shall be captured centrally and all transaction vouchers kept at WSF office

ii.The model is aimed at ensuring the achievement of the following:

- a. Minimization of errors in the accounts
- b. Eliminating duplication of work
- c. Ensure adequate control and follow up of debtors and creditors

- d. Ensuring accurate financial reporting per cost center, project, donor, expense and activity.
 - e. Ensuring timeliness in the generation of financial reports
 - f. Avail ample time for the finance staff to support budget holders and partners to perform better financial management.
- iii. The WSF shall prepare and maintain an Excel based cash book.
 - iv. On a weekly basis and specifically on Fridays, the Finance assistant will be expected to make a printout of the weekly cash book log and present to the finance officer before approval by the Programme Director confirming for accuracy of information.

11.4 Frequency of financial reporting

- i. WSF shall generate a monthly financial report (MFR) using the EXCEL systems.
- ii. In addition to the MFR, quarterly financial reports shall also be prepared and submitted to the donors following the agreed reporting datelines and formats showing the full incomes and expenditures for the quarter. The quarterly report shall be submitted alongside with the subsequent quarterly estimates and prognosis.
- iii. A budget variance report for each project accompanied by budget variance explanations for any expenditures of plus or minus (+/-10%) from the approved budgets for partners' managed projects and more than 10% should also be done.

11.5 Annual Financial report

- i. The annual financial report shall report on the original programme budget including subsequent approvals made during the year.
- ii. The report list programmes and project expenditure and local income for the year per project implemented by WSF.
- iii. The report shall include the report for variances and deviations above 10%.
- iv. The annual financial report shall be submitted together with the financial Programme report by 15th February each year.

11.6 Other donor financial reports

- i. WSF shall prepare and submitted financial for all locally generated funds in accordance with the donor funding agreements, WSF approved policies and guidelines.
- ii. The financial report figures for other donor reporting shall be generated from the EXCEL system and formatted using to suit specific donor reporting format.

11.7 Other requirements

- i. To facilitate decision making, the chief controller shall, in addition to the above reports prepare and present budgets monitoring reports on a monthly basis. The board and budget holder. These reports shall show expenditures against approved budgets in the formats agreed upon.

CHAPTER TWELVE:

12.0 FOREIGN EXCHANGE POLICY

12.1 General

- ii. WSF receives funding from various donors and indifferent currencies. This policy is intended to minimize exchange, risks resulting from an expected foreign currency exchange rates movement and to have documented procedures which will be applied in dealing with foreign exchange transactions in the accounting records of WSF.
- iii. It deals with the following areas of foreign exchange management.
- iv. steps that WSF will take minimize risks
 - a. Incorporating exchange rates fluctuations in financial planning and monitoring.
 - b. Incorporating foreign exchange losses in the budge monitoring
 - c. Proper accounting for exchange rates fluctuations
 - d. Assigning responsibility for managing foreign exchange
 - e. Using uniform exchange rates within WSF

12.2 Foreign Exchange risks

Foreign arises from the following sources.

- a. WSF maintains the account in Ugandan shillings, receives income in a variety of currencies, and incurs expenditure in UGX. The rates used in reporting expenditure will be different from the rate at which income was received.
- b. WSF maintain bank accounts in one currency; Ugandan shillings.

12.3 Grants in foreign currency

Grant agreements where incomes is received in foreign currency also have a risk of either receiving fewer or more Uganda shillings than initially budgeted, which then recurred budget adjustments to cater for this fluctuation. Although this does not cause book gains or losses, it has the effect of either reducing increasing the budget available.

12.4 Procedures to minimize foreign exchange risks

WSF will put in place the following measures in order to manage foreign exchange risks:

12.5 Negotiation for grants

In order to guard against foreign exchange risks, whenever possible the grant should be negotiated in Uganda shillings. Where it is not possible to negotiate in Uganda shillings the grant should include a contingency for foreign exchange losses on the grant if at all possible.

12.6 Grant monitoring

- i. Budget monitoring for large and lengthy grants should be done in the donor reporting currency as well as Uganda shillings comparing actual, to the budgets set in the agreements (not that this is not required for every budget heading, but at least for total income for expenditure).
- ii. For large grants and those that last more than one financial year, both expenditure and income should be monitored ensuring quarterly expenditure and income are inline as significant losses are not being incurs. This monitoring will be done at budget holder level, while the WSF budget committee will do an overall review of the effect of foreign exchange on grants on a quarterly basis.
- iii. If loses are identified during the life of the grant, expenditure plans and budgets should be revised lower to ensure that expenditure and income match at the end of the grant. This revision should be done in line with the donor agreement, seeking donor approval if required. If this is not possible, then the cost will have to be charged to WSF support services budget.

12.6 Annual budgeting and proposal budgeting

- i. WSF annual budget is prepared in Uganda shillings. For grants receivable in other currencies, the rate used for budgeting is an estimate of what the rate is likely to be in the coming year as provided the accounting manager. This policy recommends applying a conservative rate (being a weaker Uganda shilling) for future periods in budgeting, to guard against drastic budgets cuts should rate weakened

12.7 Monthly exchange rates.

- i. The Accounting Manager will, at the beginning of every month circulate a schedule applicable for the month, based on the market mean rate of the first working day of the month as obtained from standard chartered bank, Uganda. This rate will apply for all WSF transactions in foreign currency.
- ii. Where accounting for foreign currency advance is submitted to Finance on a different month from the month advance was given, the exchange that will be applied will be rate of the month when advance was paid out.

12.8 Exchange Rate for Month End Balances.

- i. For the Finance Department, part of the monthly bank cash reconciliation procedure is to convert us Dollar bank and cash balances in to Uganda shillings. The rate applicable for this conversion is the monthly exchange rates for the next month i.e., when converting us dollar balances for the month of September, use the October exchange rate.
- ii. Internal check Foreign exchange transactions shall be maintained, and all transactions for the month must be reviewed and approved by the Accounting Manager. Where the Accounting Manager has been involved in making these transactions, the approval shall be done by Finance Director.

CHAPTER THIRTEEN:

13.1 END OF YEAR PROCEDURES CHECKLIST

13.1 Budget Balance

- i. financial year shall run from Jan-December each year.
- ii. All budgets that remain unspent at the end of the year or project period shall be accounted for as available funds which shall reduce the following year's budget accordingly.

- iii. Under exceptional circumstances, the Executive Director shall request the head offices to add the unspent funds to the next financial year budget as CARRY FORWARD. This shall be applicable to only AND NOT partners.

13.2 Project End/Phase Out

- i. All expenses and commitments that have not yet been paid for MUST be expensed in the project account against creditors as accruals.
- ii. Unpaid expenses and commitments to be accrued must be supported with the following documentation:
 - Approved purchase Requisitions
 - Approved local purchase orders
 - Signed contracts and Agreements
 - Invoices and other documents for supporting expenditures.
- iii. All project debtors and outstanding advances must be cleared to ZERO. Outstanding advances should be accounted for and recorded in the last of the project. Accountabilities for advances produced after the end of the project period or financial year should not be admissible as expenses and should be recovered in cash from the staff member or individual concerned.
- iv. Outstanding advances at the end of the project period or financial year should be reported to the donors as part of the overall project balances which is returned to the project funder on demand.
- v. All project balances will be refunded to the donor as per the funding agreement. Balances at the end will be paid for by the country office and offset from other transfers to the above office.
- vi. End of project Narrative and Financial report for the project shall be prepared and reconciled to avoid any contradictions.
- vii. External Audit if provided for in the funding agreement shall be conducted by a recognized appointed audit firm within a period of 3 months after the end of the project period.
- viii. Project ledgers should be closed on the last date of the month for which the project ended and hence no expenditure shall be allowed to be posted on the project ledger after end of period.

13.3 Outstanding debtors

- i. shall from time to time advance funds to its staff and other third parties in the process of conducting its operation.
- ii. As a policy no debts shall be carried forward the next financial year EXCEPT for the special advance provided for under the terms and condition of service.

- iii. Where a staff member has not accounted for and or cleared his/her debt, the outstanding amount shall be recovered from the concerned staff salary in that month.
- iv. In the event that the available salary cannot cover the debt, he/she shall be requested to prepare payment of the same amount to by either cash or cheque.
- v. Request to carry forward outstanding staff debts shall be forwarded to the Accounting Manager and approved in writing by the country Director.

13.4 Outstanding creditors

- i. As with staff debtors, staff creditors shall be calculated and paid off within the financial year and not be carried forward.
- ii. Other creditors can be carried forward and paid in the subsequent financial year BUT only on condition that the amount had been accrued and expensed in the financial year to which it relates.

13.5 Financial checklist

Cash

- I Count the cash; reconcile it to the cash book, and in the cash sheet.
- li Investigate any difference.

Appendix I: Budgets and Budgetary Controls

- **Appendix IA: Budget preparation formats**
- **Appendix IB: Budgeting for Over heads and administration Costs**
- **Appendix IC: Budget Revision**
- **Appendix ID: Budget Monitoring**

Appendix 1A: Detailed Budget (Budget Assumptions) Template

project Number:	
project Title:	
Partner Name:	
Budget Period:	
Currency	

No	Activity	Input Requirement	Funding sources		Time Frame
	TOTAL				

Appendix 1A: Summary Activity Budget template

Project No		
Project Title		
Partners Name		
Project Period		
Currency		Exchange rate:

s/No	Description	Annual Budget	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1.00	investments					
2.00	Expatriates					
3.00	Local personnel					
4.00	Activities and running cost					
5.00	Local administration					
6.00	Project related information					
7.00	Project specific consultancy					
8.00	Evaluations					
9.00	Other expenses					
	TOTAL BUDGET					

Please note: insert sub lines and number accordingly (i.e., 1.01, 1.02 etc, under 1.00 investments

Place/Date

Signature of accountant

Name of accountant

place/Date

signature of manager

name of Manage

Appendix IB: Budgeting for overheads – where overheads is reflected as a full percentage e.g. 15%

s/N	Description	Budget in UGX
1	Investment	75,000,000
1.01	Motor vehicle	70,000,000
1.02	Computers	5,000,000
2	Expatriates	12,960,000
	Programme advisor 10%	12,960,000
3	Staff costs	3,101,000
3.01	Programme Coordinator 10%	990,000
	Project Officers	543,000
	Project accountant	567,650
	Driver	430,000
	Administrative assistant 10%	330,000
	Office assistant 10%	240,000
4	Activities and running costs	230,000,000
4.01	Activity 1	5,000,000
4.02	Activity 2	10,000,00
4.03	Activity 3, 4, 5, 6, 7, 8, 9, etc.	215,000,000
5	Administration	21,200,000
5.01	Accommodation & per diem	2,000,000
5.02	Office supplies – stationary/printing/copying	1,000,000
5.03	Office rent 10%	1,200,000
5.04	Office utilities (water, electricity)	3,000,000
5.05	Telephone/fax/e-mail services	5,000,000

5.06	Project -specific audit	2,000,000
5.07	Office maintenance 10%	1,000,000
5.08	Vehicle fuel	6,000,000
	Total direct cost	342,261,540
	Administrative overheads – 15%	42,000,000
	Total project cost	384,261,540

Appendix 1B: Budgeting for overheads – where a donor is accepting only say 7% and not 15%.

s/N	Description	Budget in UGX
1	Investment	75,000,000
1.01	Motor vehicle	70,000,000
1.02	Computers	5,000,000
2	Expatriates	12,960,000
2.01	Programme advisor 10%	12,960,000
3	Staff costs	3,101,000
3.01	Programme Coordinator 10%	990,000
3.02	Project Officers	543,000
3.03	Project accountant	567,650
3.04	Driver	430,000
3.05	Administrative assistant 10%	330,000
3.06	Office assistant 10%	240,000
4	Activities and running costs	230,000,000
4.01	Activity 1	5,000,000
4.02	Activity 2	10,000,000

4.03	Activity 3, 4, 5, 6, 7, 8, 9, etc	215,000,000
5	Administration	21,200,000
5.01	Accommodation & per diem	2,000,000
5.02	Office supplies – stationary/printing/copying	1,000,000
5.03	Office rent 10%	1,200,000
5.04	Office utilities (water, electricity)	3,000,000
5.05	Telephone/fax/e-mail services	5,000,000
5.06	Project -specific audit	2,000,000
5.07	Office maintenance 10%	1,000,000
5.08	Vehicle fuel	6,000,000
	Total direct cost	342,261,540
	Administrative overheads – 7%	29,400,000
	Total project cost	371,661,000

Appendix 1B: Budgeting for overheads – where a donor is not accepting direct overhead costs.

s/N	Description	Budget in UGX
1	Investment	75,000,000
1.01	Motor vehicle	70,000,000
1.02	Computers	5,000,000
2	Expatriates	12,960,000
2.01	Programme advisor 10%	12,960,000
3	Staff costs	3,701,000

3.01	Programme Coordinator 10%	990,000
3.02	Project Officers	543,000
3.03	Project accountant	567,000
3.04	Driver	430,000
3.05	Administrator	600,000
3.05	Administrative assistant 10%	330,000
3.06	Office assistant 10%	240,000
4	Activities and running costs	230,000,000
4.01	Activity I	5,000,000
4.02	Activity 2	10,000,00
4.03	Activity 3, 4, 5, 6, 7, 8, 9, etc.,	215,000,000
5	Administration	21,200,000
5.01	Accommodation & per diem	2,000,000
5.02	Office supplies – stationary/printing/copying	1,000,000
5.03	Office rent 10%	1,200,000
5.04	Office utilities (water, electricity)	3,000,000
5.05	Telephone/fax/e-mail services	5,000,000
5.06	Project -specific audit	2,000,000
5.07	Office maintenance 10%	1,000,000
5.08	Vehicle fuel	6,000,000
	Total Project cost	342,861,000

Appendix 1A: Summary Activity Budget template

Project No		
Project Title		
Partners Name		
Project Period		
Currency		Exchange rate:

S/No	Description	Approved Annual Budget	Qtr 1		Qtr 2		Qtr 3		Qtr 4		Year- to-date		variance
			Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	actual	
1.00													
2.00													
3.00													
4.00													
5.00													
6.00													
7.00													
8.00													

9.00													
	TOTAL												

Please note: insert sub lines and number accordingly (i.e. 1.01, 1.02 etc under “1.00 investments”, 3.01, 3.02, etc. under “3 local personnel”, and so forth)

Part 2: Explaining of Budget variances

No	Main Budget Line Description	Variance in figures	Variance in %age	Explanation of main budget line variance of +/- 10% or more when expenses year – to –date are compared with budget year-to-date
1.00				
2.00				
3.00				
4.00				
5.00				
6.00				
7.00				
8.00				
9.00				
	TOTAL			

Note: explanation of variances has to be provided by the budget holder

Prepared by..... Sign Date.....

Accountant

checked by..... Sign..... Date.....

manager

Appendix 2, Payment, Receipts, and Journal Voucher Templates

PAYMENT VOUCHER – CASH

Serial No:

Office name.....

Date:

Description	Amount	Project code(s)	Account codes	Donor codes	Activity code
PAYEE:					
TOTAL					

AMOUNT IN WORDS.....

Prepared by sign Authorized bysign.....

Approved by Sign Received bysign

PAYMENT VOUCHER – BANK

Serial No:

Office name.....

Cheque NO.....

Date:

Description	Amount	Project code(s)	Account codes	Donor codes	Activity code
PAYEE: 					
TOTAL					

AMOUNT IN WORDS

.....
.....

Prepared by sign Authorized bysign.....

Approved by Sign Received bysign

RECEIPT VOUCHER

Serial No:

Office name.....

Cheque NO.....

Date:

Description	Amount	Project code(s)	Account codes	Donor codes	Activity code
-------------	--------	--------------------	------------------	-------------	------------------

PAYEE: 					
TOTAL					

AMOUNT IN WORDS.....

Prepared by sign Authorized bysign.....

Approved by Sign Received bysign

JOURNAL VOUCHER

Serial No:

Office name.....

Date:

Description	Amount	Project code(s)	Account codes	Donor codes	Activity code
PAYEE: 					
TOTAL					

AMOUNT IN WORDS.....

Prepared by sign Authorized bysign.....

Approved by Sign Received bysign

Accountability submission template

ADVANCES ACCOUNTABILITY REPORT

A) ADVANCE DETAILS

Date	Nature of Advance	Voucher No	Amount (UGX)
TOTAL			

B) EXPENDITURE

Exp Code	Expenditure Description	Amount

Surplus/deficit (A-B)	
------------------------------	--

MANDATORY CODES

1. Project Code: 2. Activity Code.....3. Donor Code.....

Note:

1. surplus balance to be back to the cashier on submission of accountability
2. deficit to be claimed for and refunded by office

I certify that the above information is correct to the best of my knowledge

Prepared by: _____ Signature _____ Date _____

Name

Verified by: _____ Signature _____ Date _____

Name

Approved by: _____ Signature _____ Date _____

Name

Note: please attach all the supporting documents and ensure that all relevant codes are inserted before approvals

STATEMENT OF EXPENDITURE

CODE	ACCOUNTS NAME	AMOUNT

Note: This is meant to record expenditure per line items e.g. all stationary for the quarter are recorded as stationary, facilitation allowances for the quarter are recorded as such etc.

Prepared by:
Accountant

Checked by:
Manager

Date:

Date:

CASH COUNT CERTIFICATE TEMPLATE

CASH COUNT CERTIFICATE

Date:

Denomination

Amount

50,000 _____
20,000 _____
10,000 _____
5,000 _____
1,000 _____
500 _____
200 _____
100 _____
50 _____

Total Amount Available =====

Cash Book Balance.....

Remarks:

.....

Counted by:

Signature:

Witnessed by: 1.....

Signature:

2.....

Signature:

PAYROLL FOR MONTH OF.....

No	Project	Name of Employee	Basic salary	Over Time	Arrears	Acting All	Gross salary	NSSF 5%	NSS 10%	PAYE	Debtor	Staff savings scheme	Staff Savings Loan	Salary Advance	Total deduction	Net pay
TOTAL																

Prepared by: Sign:

Checked by: Sign:

Approved by: Sign:

Template 3: Application for Funds Template

Please tick whichever is applicable

**Funds
Claims**

or

☐

**Salary
Advance**

☐

**Working
Advance**

☐

NAME: _____

MONTHLY PAY (For Salary Advance): _____

AMOUNT REQUESTED FOR IN USH/USD\$: _____

AMOUNT IN WORDS: _____

REASON FOR ADVANCE/FUNDS/CLAIMS: _____

MANDATORY CODES

**Project
Code**

**Activity
Code**

**Donor
Code**

**Expenses
Codes**

Do you have any outstanding advance (tick as appropriate)? **YES**

☐

NO

☐

Requested by: _____ Sign _____ Date: _____
Name

Authorized by _____ sign _____ Date: _____
Budget Holder

Approved by _____ sign _____ Date: _____
Budget Holder

Received by: _____ Sign _____ Amount: _____ Date _____
(Name)

Remarks: _____

Note: Please attach all the supporting documents are attached and ensure that all relevant codes are inserted before approvals

Template 4: Per Diem Request Template

NB: One Claim sheet for each travel from and back to the duty station

Name of traveling officer:				
Position:				
Duty Station:				
Reason for travel:				
Place of Departure:			Vehicle to Use	
Departure: Date _____	Return: Date: _____	Number of Nights: _____ Days: _____	Travel Rates: Nights _____ Days _____	Total Costs Nights _____ Days _____
Verification and Approvals: Budget Holder: _____			Other Costs: Total Travel Costs _____ Contingency _____	
Received UGS/USD\$ _____ on _____ Signature: _____			Total Cash Applied/Claimed for: _____ _____	

Breakdown of Safari Day Allowance:

Deduct the following percentage/amount if any or all of the following meals are provided

(Breakfast 10% or 15,000, Lunch 40% or 20,000, Dinner/Supper 50% or 25,000)

This means the SDA paid on the date of return to the duty station should be 10,000

Template 5: Workshop/Training Request Template

Items	Unit Cost	Expected No. of Participants	No. of days	Total Amount	Remarks
TOTAL					

Title of Training/Workshop			
Location			
Dates of event		Date Cash Required	
Project Code:		Budget Line Code:	
Donor Code		Cost Centre Code	
If payment is to be broken down, indicate mode of payment			
Cheque Amount		Cash Amount	
Requested by		Date	
Approved by		Date	

Template 6: Travel Expenses Claim and Per Diem Accountability Form

Project: _____

Name: _____				Position: _____		Duty Station: _____		
1. Subsistence Allowance: -								
Place		Departure		Arrival		Total Days	Rate	Total
From	To	Date	Time	Date	Time			
2. Accommodation: Details on page 2, Part I								
3. Tickets: Details on page 2, Part II								
4. Travel and other expenses: Details on page 2, Part III								
Total (UGS/US\$)								
I certify that the above details are correct								
Date: _____				Signature: _____				
Approved by Budget Holder _____ Date _____				Operations Finance Coordinator _____ Date _____				
DETAILS OF ADVANCE						Payment Received		
Date of Advance		Voucher No.		Amount		Received by: _____ Date: _____ Amount: _____ Paid by: _____ Date: _____ Amount: _____		
AMOUNT REFUNDED		AMOUNT TO CLAIM						

If a refund/claim is necessary, a photocopy of this approved form is sufficient to obtain the refund
P.T.O.

2. Accommodation: Details on page 2, Part I			
Total Accommodation			
3. Tickets			
Total Tickets			
4. Travel and Other Expenses			
Total Travel and Other Expenses			
PURPOSE FOR TRAVEL			
Date	Purpose	Codes	
		Project	Activity

Appendix 8: Letter of indemnity Template

LETTER OF INDMNITY

TO:

.....
.....
.....

This letter of indemnity executed this _____ day of _____ 20XX by Mr. /Mrs. /Ms/Dr/Fr.
_____ (name of officer signing) of
_____ (company name and address) holding
card number _____.

Whereas Warrior Squad Foundation, has dispatched to me cheque (s)/draft number _____
of UGX/USD\$ _____ (*list all if more than 1*) drawn on Bank
Limited Branch on bank account (name and number). The said
cheque(s)/draft(s) has been lost, misplaced, destroyed or not traceable, or otherwise I have
encashed the said cheque(s)/draft(s) in any manner whatsoever. Further, I have requested
Warrior Squad Foundation, to issue replacement cheque(s)/draft(s) in lieu of the original
payments.

In consideration of Warrior Squad Foundation so issuing replacement cheque(s)/draft(s) in lieu
of the lost, misplaced, destroyed or misplaced cheque(s), I hereby for myself, my executor(s),
administrator(s) and assignee(s) agree to indemnify and save harmless and to pay Warrior Squad
Foundation against all claims, damages, costs, charges, demands, and expenses which in
consequence of such issue of replacement cheques(s)/draft(s) has been cashed by me or any
third party, I, my executor(s), administrator(s) shall refund to Warrior Squad Foundation the
amount paid on the replacement cheque(s).

Warrior Squad Foundation may realize the said claims, damages, costs, charges, demands, and
expenses and losses from the company, its property, my executor(s), administrator(s) and
assignee(s), or me personally as the case may be.

Signed:

(Name and signature of managers/shareholder in full)		(Name and signature of witness in full) – staff of WSF
1		1
2		2
3		3

Appendix I I: Opening Bank Account Template

File No:

Ltr No:

Date:

The Bank Manager

.....
.....
.....

Dear sir/Madam,

RE: OPENING A NEW BANK ACCOUNT WITH YOUR BANK

Warrior Squad Foundation (give reasons for opening bank account) and as such would wish to open a current account with your bank in the names of **Warrior Squad Foundation**

This account will be operated by any two of the following who will sign jointly for any transaction.

Signatory Name	Position
1.	
2.	
3.	

Kindly furnish us with the necessary forms and instructions to enable us open the account.

Thank you in advance and hoping for a favourable response.

Sincerely

Warrior Squad Foundation

.....
Current Authorized signatory

.....
current Authorized signatory

Appendix 12: Opening Bank Account Template

File No:

Ltr No:

Date:

The Bank Manager

.....
.....
.....

Dear sir/Madam,

RE: OPENING A NEW BANK ACCOUNT WITH YOUR BANK

In line with Warrior Squad Foundation Finance Manual, all the bank account not in compliance with the provision of the manual have to be closed in order to streamline our operations in the District/ Uganda.

In view of the above, we are requesting you to effect the following changes in the bank accounts specified below:

Bank Accounts to be closed:

Account Name	Account Number
1.	
2.	
3.	

Any fund balance being held on the above mentioned bank accounts should be transferred to:

Account Name	Account Number
1.	

We thank you for your usual cooperation

Sincerely

Warrior Squad Foundation

.....

Current Authorized signatory

.....

Current Authorized signatory

Appendix 13: Opening Bank Account Template

File No:

Ltr No:

Date:

The Bank Manager

.....
.....
.....

Dear sir/Madam,

RE: INTRODUCTION OF NEW SIGNATORY TO BANK ACCOUNT

In line with Warrior Squad Foundation Finance Manual, all the bank account not in compliance with the provision of the manual have to be closed in order to streamline our operations in the District/ Uganda.

In view of this, notice hereby given to you to effect the following changes in the **Bank**

Accounts Number: in the name of

.....

Signatories to be added:

Name of signatory

Position

1.

2.

The signing mandate is “ANY TWO” of the signatories on any transaction.

We do therefore request you to adjust you records accordingly and to also provide us with the signature cards for the new signatory.

We thank you for your usual cooperation

Sincerely

Warrior Squad Foundation

.....
Current Authorized signatory

.....
Current Authorized signatory

Appendix I4: Change of Signatories Template

File No:

Ltr No:

Date:

The Bank Manager

.....
.....
.....

Dear sir/Madam,

RE: CHANGE OF SIGNATORIES ON BANK ACCOUNT

In line with Warrior Squad Foundation Finance Manual, all the bank account not in compliance with the provision of the manual have to be closed in order to streamline our operations in the District/ Uganda.

In view of the above, we are requesting you to effect the following changes in the bank accounts specified below:

Signatories to be added:

Name of signatory	Position
-------------------	----------

1.

2.

Signatories to be removed

Signatory Name	Position
----------------	----------

1.

2.

We do therefore request you to adjust your records accordingly and to also provide us with the signature cards for the new signatory.

We thank you for your usual cooperation

Sincerely

Warrior Squad Foundation

.....
Current Authorized signatory

.....
Current Authorized signatory

Appendix 18: QUARTLTLY/MONTHLY TRANSFER REQUESTS FROM DONORS

QUARTERLY/MONTHLY TRANSFER REQUEST								
Period:		Approved Budget (BU 20)	Subsequent approvals to budget	Total cash requested this year excluded this request	Cash Balance remaining (1+2-3)	Bank Balance	Cost estimate	Transfer request
Project Code	Project Name							
Total Transfer								

Bank: _____

Account No _____

Signature (Head of Accounts)

Date:

Signature (Director)

Date:

Appendix WSF Codes

Project Codes Classification

Project Codes Explained

- 5 Warrior Squad Foundation
- 5a A denote project location (a ranges from 0-9)
0 = head office
- 5b B is the project type (B ranges between 0 & 1)
0 = self (WSF) implemented projects
1 = partners' implemented projects
- 5abcd C&D are actual project numbers
01 = project number 1
02 = project number 2
03 = etc

Activities Codes

1.00 investment	ranges from 1.01 – 1.99
2.00 Expatriates	range from 2.01 -2.99
3.00 personnel	Ranges from 3.01 -3.99
4.00 Activities and Running costs	Ranges from 4.01 -4.99
5.00 Administration	Ranges from 5.01 -5.99
6.00 Project Related information	Ranges from 6.01 -6.99
7.00 Project-specific Consultancy (Cap. Support)	Ranges from 7.01 – 7.99
8.00 Evaluations	Ranges from 8.01 – 8.99
9.00 Other Expenses	range from 9.01 – 9.99

Donor Codes

Donor No	Donor Name
301	Private donations
302	Private enterprises
401	Oxfam GB
402	Oxfam Novib
403	Oxfam Ireland
404	Save the children in Uganda
405	ACORD
406	UWONET
501	Bernard Van Leer Foundation
502	Voluntary Agencies Support Scheme VASS
503	Elton John's Aids foundation
504	FDC- Foundation para desenvolvimento comunitario
601	NORAD samarbeidsavtale
603	NORAD annet (info)
701	Grants from Norwegian MFA
702	Grant from UN
703	Grant from EU

704	Grants from foreign governments
705	Grants from Embassies
706	UNHCR
707	UNICEF
708	Department for international Development UK (DFID)
709	Danish international Development Assist. (DANIDA)
710	Swedish International Development Assist. (SIDA)
711	US Agency for International Development (USAID)
712	World Food programme (WPF)
713	Food and Agriculture Organization (FAO)
714	GTZ (Germany)
715	Irish Aid
716	STV Foundation Netherlands

CONSENT TO THE ACCOUNTING & FINANCE MANUAL

I, do confirm that I have read, understood, and internalized and hereby consent to the contents of the VSF Accounting and Finance Manual and agree to abide by the terms and conditions contained in it for the entire period of my employment with VSF.

I understand that any non-compliance with any of the provisions will, depending on the degree result into disciplinary measures being taken against me as per the provisions of the Human Resource Manual. The manual is part and parcel of my employment contract.

Signature.....

Date.....

In the presence of;

Name.....

Signature.....

Date.....