

THE SEDOO INITIATIVE FOR CHILDREN WITH SPECIAL NEEDS-SECHILD



FINANCIAL AND ACCOUNTING PROCEDURE MANUAL

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Overview of Accounting and Procedures Manual

1.1 Purpose

The Sedoo Initiative for Children with Special Needs-SECHILD's continued service depends on her ability to safeguard and manage effectively and efficiently all Donor funds (including locally generated income) entrusted to her. Central to this goal is SECHILD's desire for a sound structure of financial management and control to maintain integrity and confidence.

This Manual describes the financial policies and procedures for ensuring accountability on effective and efficient use of funds. The procedures are aimed to give SECHILD's Management (including her Board of Trustees) accurate, complete and timely financial information.

Any deviations from adhering to the procedures contained in this Manual by SECHILD staff should be in writing and approved by the President.

The implementation of this Manual is essential for the successful delivery of SECHILD's services as the organization conducts her activities morally, ethically, and in the spirit of public accountability and transparency, and in conformity with applicable laws and regulations and practices common with responsible organizations.

The principles and suggested procedures in the Manual reflect systems currently in operation, or being implemented by SECHILD and those expected to be adopted by her sub-partners.

This Manual has been designed to suit specifically the accounting and financial management practices at SECHILD. The Manual is not exhaustive but provides a framework for accounting and financial procedures within the organization.

As circumstances and requirements change the manual should be reviewed and updated **annually** to take into account potential new Donor regulations, tax law regulations, as well as new developments in the accountancy profession and changes in the organization.

1.2 Importance of Financial Accountability

The Financial Accountability would assist SECHILD to provide accurate, complete and timely financial information and enable her comply with the rules and regulations of Donors and other partners reporting requirements, as well as adhere generally to accepted accounting principles (GAAP). This information will also assist SECHILD's management to plan and coordinate the organization's programmes effectively. The guidance in this Manual should be used in conjunction with other policies and procedures specified from respective Donors.

1.3 Scope

The application of this manual is to provide guidance and would therefore be used across the organization to guide the handling of finance functions, all financial procedures and reporting requirements. As the transactions of SECHILD evolve, diverse and increase, this Manual should remain relevant. However, it should be **ANNUALLY** reviewed and revised as needed.

1.4 Donor/Partnership Agreement Signing Authorities

The Chairman of Board of Trustees or the Vice/President should sign all Donor /Partnership agreements

2.0 Overview of the Finance and Accounting Department

2.1 Financial Records

All source documents (budgets, invoices, vouchers, bank statements, credit advice, journals, cheques, receipts and any other documents which serve as evidence of financial transactions) are regarded as financial records.

2.2 General Responsibilities

SECHILD requires all of her employees to abide by the foregoing standards of ethical behavior in their dealings with the organization's suppliers, consultants, sub grantees, subcontractors, and government. Employees of SECHILD should not solicit for any funds, gifts or any favours from a prospective vendor, sub grantee or any other business partner. Attached as Appendix 1 to the Manual is SECHILD's ethics policy which ALL staff should sign on an annual basis. (Copies of the signed ethics statements should be kept within personnel files).

Staff should also report any violations of these standards to the Vice/President, Executive Director and Executive Management Council. The President has overall authority and oversight of all funds.

2.3 Finance and Accounting Responsibilities

2.3.1 Administration/Finance Manager

Please note: In absence of a designated Finance/Operations Manager, SECHILD may subcontract out with a licensed Accounting Firm for financial management assistance and if these services are subcontracted, all of the duties specified below will apply to the responsibilities of the subcontracted firm / individual.

Primary functions

- Ensure that the financial system runs properly in order to process financial information and generate accurate reports.
- Ensure that internal controls are enhanced and maintained at an acceptable level,
- Manage risks affecting SECHILD's assets and make sure risks are maintained at the lowest level.
- Ensure that financial policies, procedures and Donor compliance requirements are adhered to expected standards
- Ensure that internal and external financial reports are prepared and disseminated within deadlines

2.3.2 Bookkeeper / Admin Assistant

Primary functions

- Ensure that payment package is complete and accurate before processing.
- Ensure that charge codes are in agreement with Program Managers' approval and the organization's chart of accounts.
- Ensure that vendors/Suppliers, Staff and Sub-recipients' cheques are prepared and paid on time.
- Maintain petty cash ledger and prepare petty cash replenishment.
- Prepare cash receipt voucher for cash collected and deposited to bank account.
- Ensure that copy of cash receipt and bank deposit is attached with the Cash Receipt voucher.
- Ensure that the Petty cash replenishment is prepared the moment the paid cash is 75% of the cash float.
- Cash collected from staff travel advances and other receipts should be banked within the next business day.
- Ensure that all cash at hand are locked in a safe overnight and on weekends.
- Work closely with Administrative officer on physical counting of assets, stocks and property.
- Prepare a stock count report on a monthly basis
- Manage the asset register
- Prepare cash receipt vouchers.
- Retrieve documents needed for Audits
- Ensure that soft copy and hard copy month end closing packages are filed properly and done within the due dates
- Ensure that data is posted on a daily basis, and that the financial information is processed accurately and reliable reports are generated timely
- Ensure that internal financial reports are generated accurately and disseminated timely.

2.4 Internal controls

SECHILD's plan, procedures and records is the organization's internal accounting control. This is to assure the reliability of financial reporting as well as safeguard the assets of the organization. The internal control structure should include a series of checks-and-balances for the appropriate recording and authorization of transactions and ensures that access to assets is limited to authorized personnel. Each transaction should be divided into component tasks completed by different staff members. This is to increase the likelihood of detecting unintentional errors and staff misappropriation of organization's assets.

The person approving vouchers for payment should not prepare or sign cheques.

The following chart includes the appropriate segregation of duties:

Accounts Officer	Does Not
*Prepares vouchers	*Approve Vouchers
*Prepares Cheques	*Sign Cheques
*Has access to Blank Cheques	*Post Payments
*Receives Cash	*Bank or deposit
*Is responsible for the physical security of Assets	*Perform the physical inventory of Assets
* Prepares Bank Deposits	*Reconcile Bank Accounts
*Prepares Payroll	*Distributes payroll payments
*Maintains Driver Logs	*Monitor Fuel Usage

2.5 Basic Tests: The four basic test of completeness, validity, accuracy and maintenance should be consistently applied to all transactions.

- a) **Completeness:** Each element of a transaction should be documented, approved and recorded. A cash payment to Staff/member should have the signature of the payee

acknowledging payment as well as any other proof as evidence of payment.

- b) **Validity:** Any disbursement made to a verifiable vendor or employee, should have such tangible proof, such as the vendor's receipt, purchased item, to confirm that the item was received or the services performed.
- c) **Accuracy:** The amount recorded as received or disbursed should be correct and all relevant charges recorded
- d) **Maintenance:** An approved and recorded payment should be made in such a way that it would be **impossible** to make changes, such as addition of a zero to the amount or changing the payee name, or in deed using the same documents for other double payments. All documents after use should be stamped PAID to avoid Re-Use.

Close supervision by the Accountant or Administration and Finance Manager and oversight by the President/Vice President should be adhered to ensure the working of all control systems and correction of identified weaknesses.

3.0 Finance Reporting

3.1 Overview

Financial reports should provide summaries of the information in financial records for a month, quarter or a year. The reports should whether for a month, a quarter or a year should give information on the financial status of the reported activity, programme or project income/costs, cash flows, trial balance and sufficient background information to support the data included in such a report.

3.2 Financial Transactions

Any occurrence that results in an inflow/outflow of funds or has any effect on SECHILD's assets and liabilities is regarded as a financial transaction. Therefore, all financial transactions should be accounted for accuracy and propriety. No undisclosed or unrecorded funds or assets should be established or maintained for any purpose.

No borrowings on behalf of SECHILD should be made from any lending institution or individual without the prior written authorization from the Board of Trustees.

Cost

A cost is **reasonable** if in its nature or amount it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs. In determining this, SECHILD should consider whether the cost is of a type usually recognized as normal and necessary for the organization's operations. All costs incurred should be **allocable** to projects i.e. her activities or benefits should be distributed reasonably to specific projects. Transactions processed using the respective source documents should be stamped processed/paid to avoid duplication. SECHILD should use accrual based accounting system to recognize income and expenditure.

Allowable Cost

For any cost to be **allowable** under specific grant agreements, the costs should meet the following general criteria:

- a) Be reasonable for the performance of the grant agreement and allocable thereto
- b) Be consistent with SECHILD policies and procedures
- c) Be determined in accordance with generally accepted accounting principles (GAAP)
- d) Conforms to any limitations or exclusions set forth in the principles or in the agreement as to types or amount of cost items, and
- e) Be adequately supported and documented.

3.3 Procedures for Receiving Funds

3.3.1 Objective of a Receipting System

SECHILD should maintain the receipting system and accounts receipt to ensure that all funds donated/collected are fully accounted for in financial records and reported to Donors.

3.3.2 Main strategies to Achieve the Objective

In order to ensure that funds are fully accounted for in financial records, the following strategies should be applied:

- a) Effective control of accounting documents (receipt books, cheque books). A receipt book should be serially numbered and should have three copies:
 - 1. Original goes to the Donor
 - 2. The second copy is filed in Accounts department and
 - 3. The book copy remains as a permanent record. A receipt is a proof of payment and Donors should obtain one.
- b) The Account Officer should receive all monies, issue a receipt for all funds received, and reconcile all funds received with amounts to be banked.
- c) Cash disbursements should not be made from cash received. All cash received should be banked and supported by an official bank deposit slip.
- d) Cash receipts should not be mixed up with the petty cash fund
- e) Strictly all receipts issued should be recorded and analyzed in the cash books for onward posting to the ledgers at the end of each month.

Attached as Appendix 2 to the Manual is SECHILD's cash receipt slip which should be serially numbered and in triplicate

- f) All bank transfers (direct credits) should be authorized by the President/Accountant/Vice President and should immediately be recorded in the cash book. Prompt recording and analysis of receipts in the cash book should show the earliest point the levels of funds received and help the spot check of cash on hand.
- g) All original documents should be systematically filed in box files and made readily available for any prompt audit. The Accountant/Administration Manager should be fully responsible for this receipting system and should always check the bank reconciliation to separate the duties to strengthen transparency.
- h) All receipt books should be recorded in a Register kept by the Office Assistant. Only the Office Assistant should be responsible for the issuance of the receipt book for use. The Register should show:
 - i) Serial numbers of each receipt book

- ii) Date when receipt book received from the printer
- iii) Name and signature of staff entering the new receipt books into the Register
- iv) Date the receipt book issued for use and
- v) Name and signature of staff requisitioning the receipt book for use.

3.4 Procedures for Payments

3.4.1 Objectives of Payment Procedures

SECHILD is intentional to ensure that disbursement of money is legitimate, transparent and in accordance with the budget. Accounts Staff should ensure that the details from the source documents are processed correctly in the cashbook. Each disbursement should be supported by:

- a) purchase requisition (*see appendix 3 for example*)
- b) purchase order (*see appendix 4 for example*)
- c) voucher authorizing payment signed by at least 2 authorized signatories
- d) completed cheque signed by authorized signatories
- e) supporting vendor's invoice
- f) a receiving report and
- g) other independent source materials.

3.4.2 Strategies to Achieve a Good Payment Procedure

The following strategies should be applied to achieve this objective:

- a) All payments should be authorized by the President. When an invoice is received, it should be matched with the purchased order and checked for calculations and depending on the correctness, a payment voucher should be raised. The Finance Manager/Accountant should ensure that all procedures and checks have been followed and all supporting documents are attached before a payment voucher is sent to the President for final authorization.
- b) Before any payment is made, the Finance Manager/Accountant should ensure that there are sufficient funds in the bank account.

- c) Payments should be posted promptly to the cash book and to the general ledger.
- d) Ensure that paid vouchers which represent an essential means of supporting and explaining a payment as well as evidence that the necessary approval was given and procedures followed before making a payment are in place and that voucher number and order are available for future reference.

There are two types of paid voucher:

- (i) Fully acquitted - These vouchers have all the necessary supporting documents; and
 - (ii) Not adequately acquitted - The vouchers which lack some of the necessary supporting documents mentioned above. They should be kept and filed separately from the fully acquitted vouchers and reviewed frequently to ensure that, in due course, all are fully acquitted and filed.
- e) Additional documentary evidence should be received for expenditure as workshop allowance, training allowance and field visits. Some of these evidence needed should include:
- (i) *workshop allowance* – signed attendance list, showing amount paid to each participant, names and Passport number of each participant if foreign trip is involved;
 - (ii) *training allowance* – name of training institute, rate per period and amount paid to the candidate and duration of the course; and
 - (iii) *field visits* – authorized signature of the field visit by the President, amount paid and name of staff. The amount may be given to the officer traveling as a travel advance to be accounted for on return.
- f) All vouchers should be filed sequentially and kept in a secure location. The removal of payment vouchers from their files and the office in which they are kept is not acceptable at all times. If it is necessary for a payment voucher to be taken away it should be signed for in a register and counter signed by the Center Manager
- g) Whole files only should be taken and not individual vouchers

- h) Payment vouchers should be preserved for a period of six years, or until audited, or in a court case, until the case has been settled, if this is later than six years.

3.4.3 Cheque Issuing

Cheques should not be written until the payment voucher has been authorized. The cheque should be entered in the cashbook at the time that it is drawn. The cheque should not be drawn unless the cash book indicates that funds are available to meet it. It is illegal to make payments if funds are not available. After the cheques have been signed, they should be entered in the cheque register which is maintained in cheques number order with columns, showing the name of the payee, the amount, date drawn, name and signature of person collecting it. The drawn cheque should be sent for signing with the payment voucher and the supporting documents. They should always be two panels of cheque signatories:

- a) **PANEL A** - The President/ Executive Director/Accountant
- b) **PANEL B** - Vice President / Accountant/Finance Manager

Changes in Signatories

Changes in authorized signatories should be approved by the Partner's highest level of authority. Notification of change of signatories (adding or removing) should be communicated to the bank in writing stating the reasons. Copy of this letter should be kept in the project's file for future verification. Copy of all bank correspondence letters should bear the bank's stamp (and date) as a confirmation of receipt.

3.5 Financial Reports

The monthly/quarterly/yearly financial reports should cover transactions starting on the first day and ending on the last day of the month/quarter/year.

The financial reports should include:

- a) cash book
- b) budget summary
- c) expenditure summary
- d) bank reconciliations

3.5.1 Cash Book

Cash Book should show the dates, cheques in chronological order including cancelled cheques, bank transfers, details of payments, amount of each receipt and payments, current bank balance and extended columns for posting these amounts according to the budget lines

3.5.2 Budget Summary

Should show how much has been spent and how much is remaining for each budget line item.

3.5.3 Expenditure Summary

Within five working days after the end of each reporting period, accounts Officers assigned to specific projects should submit an expenditure summary to the Finance Manager/Accountant who should review them within 48 hours after which the specific Office Assistant should submit the reports to the programme manager and hold discussions with them to make sure they understand it and also to look at any expenditures that are likely to overrun the budget limit and to look at activities where there has been no or low expenditure for certain budgeted activities that are not being carried out.

3.5.4 Bank reconciliations

Three (3) days after the bank statements are received, the accounts Officer assigned to specific projects should finalize the accounts, do the bank reconciliation and submit the bank reconciliations for checking and signing off.

3.6 External reporting

The accounting staff should be aware of all Donor reporting requirements including deadlines and should ensure that all such reports are submitted to the President at least five (5) working days before the reporting deadline and are ready to be submitted to the Donor.

4.0 Bank Accounts

All requests to open other bank accounts should be approved by the Chair Board of Trustees and the President. Each major Donor should have a separate dedicated bank account. A register of all the bank accounts should be maintained and kept up to-date by the Finance Manager/Accountant.

It should have the following details:

- a) name of account
- b) name of bank
- c) date the account was established
- d) currency, account number
- e) interest/non-interest bearing
- f) source of funds and
- g) Signatories and signing capacity/arrangements.

4.1 Procedures to adhere to when performing bank Reconciliations

Bank reconciliations should be done on a quarterly basis and this should be duly signed by at least two different people. Some of the normal standard routines to be followed regarding bank reconciliations are:

- a) Ensure that all bank statements for each bank account are at hand before attempting the reconciliations
- b) Details from the source documents are processed correctly in the cash book to minimize time spent on the bank reconciliation
- c) References on the Cash book should be consistent with those that appear on the source documents
- d) Journalize bank debits/credits in the same month they occur
- e) Review outstanding cheques older than three months
- f) Use reference appearing on the bank statement to cross-reference outstanding items on the reconciliation
- g) Investigate long standing items on the reconciliation and if necessary write back items that are not likely to be cleared (Cheques that are outstanding for more than 6 months are regarded as stale and should be reversed)

- h) Once the reconciliations are completed, they should be signed off at least by the Finance Manager/Accountant.
- i) Bank statements should be filed together with the bank reconciliations
- j) Bank reconciliations should be written in ink and not pencil to minimize erasure.

5.0 Accounting Documents and Procedures

The Office Assistant should maintain the following accounting documents

5.1 Cheque Authorization Form: There should be a cheque request form for each cheque including the following information:

1. Name of Payee
2. Description
3. Voucher number
4. Cheque number
5. Project Number to indicate which project(s) the cheque should be charged
6. Amount and the signature of the person collecting the cheque.

SECHILD should use the voucher system to ensure record that provides evidence of which project cheques are to be charged to and that cheques have been collected by the respective vendors. An example of a cheque authorization form can be found in *Appendix 5*.

6.0 Petty Cash Management

6.1 Overview

Expenditure for small recurring items should be paid for from Petty Cash. The staff should be appointed at respective centers in consultation with the Center Manager and the Accountant to handle petty cash. The Petty Cash Officer should be responsible for:

- a) Preparing the Petty Cash Voucher
- b) Maintaining a Petty Cash Register that records all petty cash transactions
- c) Filing all supporting documentation for petty cash transactions

d) Reimbursing the petty cash float

Petty cash float of N100, 000 should be clearly stated in the letter to the official handling petty cash.

The letter should indicate what items are authorized to be paid from petty cash and any prior authorization needed for any disbursement, for example, Administration Petty cash allowable items are:

- a) Daily newspapers
- b) Tissue
- c) Diapers
- d) Electricity Token
- e) Gas-Refill
- f) Baby Wipes
- g) Hand Gloves
- h) Pain Killers
- i) Drinking Water
- j) Detergents
- k) Beverages
- l) Soap etc.
- m) Face Masks
- n) Drinking Water
- o) Air Fresheners

Any expenditure that does not fall under the above mentioned categories should need to receive prior authorization from the Accountant or his/her designee.

The Financial Manager/Accountant should sign off all the above expenditure not requiring prior authorization at the end of each day. Programme managers or the Accountant should not be handling petty cash.

An example of a petty cash voucher form can be found in *Appendix 6* and an example of a petty cash count form can be found in *Appendix 7*.

6.2 Replenishing Petty Cash

Petty Cash should be replenished for the exact amount of expenditure incurred when more than 75% of the petty cash float has been spent. A cheque should be issued in the name

of the petty cash custodian for the amount of replenishment submitted.

6.3 Petty cash management

The staff handling petty cash should ensure that all petty cash vouchers are sequentially numbered and should show the amount disbursed, purpose of disbursement and signed by both the staff and the recipient.

Receipts and any refunds to petty cash should be handed back to the Petty Cashier within a day of the initial disbursement. Receipts and the approved petty cash voucher should be attached together as evidence of the transaction.

The petty cash box should be kept in a safe place with access restricted and only allowed to the responsible person.

All petty cash documents i.e.: petty cash slips and invoices should be cancelled with a "PAID" stamp

Only payments less than 20% of petty cash ceiling will be paid from petty cash. Any payment in excess of this amount will be paid for by cheque.

There should be no IOU in the petty cash box and if this occurs, the Petty Cashier should be sternly warned in writing and dismissed on second occurrence of the IOU in the cash box.

6.4 Unannounced Petty Cash Controls

Spot checks (conducted at least 4 times a year) should be carried out by the Accountant, and any discrepancies should be explained. The spot checks should verify the following:

- a) Petty cash float less (minus) any petty cash vouchers on hand should be equal to petty cash available. Any discrepancies must be explained.

- b) The spot checks should include checking whether the vouchers have proper authorization, proper necessary supporting documents and any reasons for non-compliance or delay in compliance
- c) The Accountant also has the right to carry out these spot checks and should do so at least four times a year.

7.0 Accounting for Imprest

7.1 Definition of Imprest

An Imprest is an amount of money advanced for a specific short-term purpose which should be accounted for immediately that purpose has been satisfied. It is given to an officer rather than direct payment to supplier.

7.2 Objective of Imprest Procedures

SECHILD's object of imprest is to ensure that all amounts advanced for specific short term purposes are properly authorized, and promptly accounted for on completion of a project/activity.

7.3 Strategies to Achieve the Objective

SECHILD should use the following strategies to meet the objective:

- a) Control over the issue of Imprest
- b) Appropriate retirement procedures
- c) Prompt and accurate accounting
- d) Control to ensure prompt retirement

No person should be issued with Imprest when there is another Imprest outstanding in her/his name.

All expenditure should be accounted for promptly and properly in full, and an Imprest should be retired immediately its purpose has been fulfilled. Consequently an individual should never have more than one Imprest outstanding against her/his name at one time.

7.4 Imprest Retirement Procedures

Imprest should be retired/accounted for within two working days upon completion of the activity for which it was issued bearing in mind these following:

- a) The Imprest amount has been fully spent on the intended purpose
- b) The Imprest amount has only been partially spent on the intended purpose leaving a balance to be returned
- c) The Imprest holder/staff has incurred more expense than the amount of the Imprest and is due an additional payment

The retirement should be through an Imprest retirement form with summarized expenditure incurred against the original Imprest and the necessary approvals to the way that it has been utilized.

7.5 Imprest Retirement Form

The Imprest retirement form should be attached to a payment voucher and processed through the payment procedures. Where the Imprest is retired in full the payment voucher amount payable should be nil and the coding of the expenditure should be balanced. The accuracy of the recording should be checked against the reconciliation of the impress ledger to the control account and the verification checks in the cash book and general ledger systems. Imprest advanced to any staff for a specified purpose should be accounted for on satisfactory completion of the activity.

The above systems in place should help to provide the information on staff who has been advanced Imprest holders and are reluctant to retire promptly, either because they owe a balance on it, or because they can't be bothered to and also to indicate those that have outstanding impress and action should be taken to encourage their retirement. This should be achieved through:

- a) Only one Imprest outstanding at any time - No Imprest should be awarded if there is an existing one outstanding. The Imprest holder should be encouraged to retire the existing one or face sanctions
- b) Deduction from salary - If a special Imprest is not retired promptly, it should become a priority for payment from the next month's salary, if possible being deducted in

total. If an Imprest is being recovered from salary, no further imprest should be authorized until full recovery has been made.

The Travel Advance Request is included in *Appendix 10* and the Travel Expense Reconciliation is included in *Appendix 11*.

7.6 Internet Banking Policies and Procedures

Only users with signature authority should approve or release payments within the internet banking system up to the authority levels that have been assigned to them. In maintaining segregation of duties, all users should have individual user ids and passwords. The duties for internet banking should be segregated as follows:

1. The Accounts Officer who does not have signature authority on the bank account, should review all requests for payment. He/she should review all required documentation such as purchase order, requisition forms, vendor vouchers, etc. For salary payments, a list of employees and the amount of salary for each employee should be reviewed and signed by the President. The Accountant should initiate the payments on-line and the Vice/President should authorize payments.
2. Once the requests for payments have been reviewed, the President, or the Vice President should approve each request.
3. The Accountant should be responsible for setting up the payments in the internet banking system.
4. The President should be responsible for approving and releasing the payments.
5. The Finance Manager should be responsible for all the bank reconciliation which should be signed by the President

8.4 Consultants and/or Independent Contractors

Definition of Consultant

SECHILD should have no legal obligation to withhold taxes or pay benefits to consultants who are self-employed and independent. These may be local contractors, rather than

SECHILD employees, and as such should not be eligible for payroll or regular employee benefits

8.5 Hiring Process/Requirements: Key consultants should be named, along with the daily rate and the scope of work (SOW), in the proposal and final contract between SECHILD and the sponsoring organization. SECHILD should name consultants, state daily rate and scope of work explicitly in the contract. SECHILD should request hiring approval from the funding organization before entering into an agreement with the consultant if it is necessary or contained in the contractual arrangement with the Donor.

8.6 Consultants: For consultants, a rate should be negotiated according to the terms and conditions of the contract and based on the information collected. The consultant daily rate should be based on factors such as previous earning history, market rate for comparable service, level of responsibility and complexity of assignment. A current and certified salary history should be provided by the candidate. Generally, a 5% increase over a previously obtained rate may be provided, if that consultant has worked at that rate for a significant amount of time, such as over 12 months. Once the consultant's rate has been negotiated and approved, a consultant agreement and **work order** (see Appendix 13) stating the **scope of work** (see Appendix 14), **duration of assignment**, and **daily rate of pay** should be drafted and approved by the President. Consultants should not be entitled to receive any rights, privileges, benefits, or allowances from SECHILD except as provided in the consultant agreement. The consultant agreement should be signed by both the consultant and the President

8.7 Review/Approval Required: SECHILD If required by the donor, should seek approval of the sponsoring agency before hiring consultants. If approvals are also required for consultant candidates, scopes of work, and/or daily rates. The President should be responsible to determine what approvals are required from the Donor and ensure that they are secured in writing before the consultant can begin work

8.8 Contracting and Payment Procedures:

Consultants should be required to submit a fee payment request (or invoice) that specifies the number of hours worked each day, the approved daily or monthly rate, and the description of activities. The request (invoice) should be reviewed and approved by the President. SECHILD should pay consultants in accordance with the terms and conditions of the agreement, typically up to a maximum of 8 hours per day and 5 days per week, unless otherwise authorized in writing by the Donor and/or agreement with the Donor. Please see *Appendix 16* for fee payment request.

9.0 Cash Receipts

9.1 Cash /Cheque Received

The Accounts Officer should issue a receipt to the person/organization for the amount received on the reported date. The supervisors should check on the receipting but are not responsible for receipting or funds.

Before depositing the funds received, the Accounts Officer should complete a deposit slip. The Accountant/Finance Manager or any Accounts Department staff should check the receipt book on an adhoc basis and match the cash, and cheque receipts with the bank statements to ensure that all cash and cheques are banked.

A deposit slip or remittance advice should serve as the basic supporting documentation that should be clipped together with the official duplicate receipt for completing the quarterly reconciliation.

For incoming funds received via a bank transfer, the bank statement should be used as the supporting documentation.

10 Payment

The President/Vice President/Executive Director should authorize all payment at/or in the Head Office while the Branch Programmed Managers should authorize those at outside Centers.

11.0 Safe Policy

The organization should ensure that all large cash DONATIONS are banked in good time. All SECHILD's assets should be comprehensively insured.

12.0 Cheque Signatory Authority Policy

These authorization controls are designed for reasonable assurance that transaction, events from which they arise and procedures under which they are processed are authorized:

- a) All cheques should bear at least two signatures.
- b) Any transfers for amounts over local equivalent of N1, 000,000 should be signed by at least one Trustee while those below N1, 000,000 should be signed within the Executive Management Team.

13.0 Checklist of End of Month Procedure

The quarterly report should be done when all transactions for the quarter have been recorded and the bank account, petty cash, and travel advances have been reconciled to bank reconciliations and other supporting schedules.

13.1 Closing the General Ledger

The Finance Manager/Accountant should ensure that the accounts staff updates the General Ledger accounts they are responsible by ensuring that all the postings to the various General Ledger accounts are done. The Bookkeeper responsible for the posting to the General Ledger should make a first run of the General Ledger for the Finance Manager to check before printing the Trial Balance. The Finance Manager should ensure that all transactions for the period have been included

13.2 Cash Book Postings

The Accountant should ensure that all payments and receipts for the accounting period have been posted. The cashbooks should be reconciled to the Bank account statements for the period. The Accountant/Finance Manager should sign off the bank reconciliations.

13.3 Accounts Payable

The Finance Manager/Accountant should check that all handwritten cheques for the period have been entered and committed. All relevant reports with the Payment Vouchers filed with all necessary documentation attached should be prepared at least within five days of the following quarter. Those in outside centers should submit the reports and make sure that all the necessary files are ready for inspection by the same dates.

14.0 Employee Contracts, Contracts, Timesheets and Payroll

All employees associated with SECHILD should have valid contracts on file. Contracts outlining the terms of employment, termination, compensation and benefits and should be signed by the employee and SECHILD's President to be valid. Contracts for employees working less than full time should indicate how pro-rated time is calculated. All changes to employment under any grant should be communicated in writing. Prior written approval from the respective funder should be sought for the hiring of staff not expressly included in the grant agreement and all promotions, raises or changes to employment contracts.

15.0 Travel and Per Diem

SECHILD per diem rate is N2, 000, N3, 000 for breakfast, N3, 000 lunch and N3, 000 dinner and N25, 000 for hotel accommodation for Abuja/Lagos and N15, 000 for other cities

15.1 Travel Approval

All staff members requiring travel should complete a Travel Request Form and it should be duly approved by the supervising officers and authorized by the President. The President should also authorize regional and international travel. The staff is responsible for completing a Travel Request Form, specifying reasons for the travel (and benefits to SECHILD for international travel). Staff should submit the

travel requests forms through their supervisor and should be submitted at least 10 days before the proposed date of travel except for emergency travels

15.2 Travel (local and international)

The staff should request for advance funds to cover the per-diem and any other business related expenses, using the Travel Advance Request form (*Appendix 10*). The amount of the advance is based on local per-diems as stated in the SECHILD's conditions of service. No new travel advance should be issued until all outstanding expense travel expenses and reports are submitted

Each travel advance should be listed in the accounting department under one staff's name. The staff should be responsible for accounting for all monies advanced including any money given to other employees or individuals if it is a joint travel. A receipt signed by another person does not relieve the travel advance recipient of the obligation to obtain receipts and provide a detailed accounting of all monies received.

Advances should be accounted for within 14 working days of the completion of the related trip. Failure to reconcile travel advances within 14 working days of travel may result in the Travel Advance amount being deducted from the pay. Advances or balances due to the organization, which are more than one month outstanding should be deducted from an employee's salary.

A Trip advance book should be maintained by the Accounts office showing name of employee receiving the trip advance, date advance is obtained, date advance is reported and name of officer who received the expense report.

All projects related expenditure that is presented for a reimbursement should have justification and receipts.

15.3 Visa

The organization should advise the staff if a visa is required for the country of travel. It is the staff's responsibility to ensure that all application documents are completed and properly submitted to the appropriate embassy sufficiently in advance for the visa to be obtained. If the staff pays a visa fee within a country, such payment should be reimbursed if the receipt is presented.

15.4 Communication

Communication bills pertaining to SECHILD's projects/programmes should be reimbursed the actual cost charged if a receipt is presented for reimbursement.

15.5 Immunization

It is the staff's responsibility to obtain any required inoculations prior to travel. The staff should utilize his/her own service and be reimbursed the actual cost of travel related services on an expense report form (with receipts provided).

15.6 Excess Baggage

If a staff is required to pay for excess baggage at the airport (for official/project use). A receipt should be presented for reimbursement.

15.7 Traveler Cheques, Conversion of Currency, ATM Fees

The cost to purchase staff's cheques for international travel, cost to exchange money and ATM fees for withdrawing for a trip should be reimbursed, with proof of expense.

15.8 Airport Tax

The actual cost charged based on receipt/documentation provided/attached should be reimbursed.

15.9 Air/Road/Rail Travel

Air, road and rail travel are reimbursed at the actual cost of passage. A ticket receipt should be presented/attached as proof of travel. Air travel should be in the Economy class, while staff traveling by bus or rail should be allowed to be in the first class.

15.10 Travel Expense Report

The organization should reimburse employees and consultant for reasonable project travel expenses incurred while on overnight assignment away from the normal work location. SECHILD members are expected to limit expenses to reasonable amounts. A cost is reasonable if, in its nature or amount, it does not exceed that which would be incurred by a prudent person under circumstances prevailing at the time the decision was made to incur the costs. All projects meetings expense claimed should include the names of the people attending, their relationship to SECHILD/project and the points discussed.

SECHILD should reimburse staff/members for the cost of transportation and other related expense based on policies, restrictions and rates in the conditions of service. The staff/consultant must submit a completed travel expense report to the Accounts department no later than 14 working days after his/her travel has been completed. In instances where the amount of the advance was not sufficient to cover allowable travel expenses the staff should be reimbursed for the difference. When the advance exceeds the allowable travel cost, the staff should remit the difference immediately to the Accounts department upon receipt of the final expense report. Expenditure should be guided by the conditions of service. Except for expenditure for which a per diem is given, a receipt is required to support all other expenses.

When the Bookkeeper receives the Travel Expense Report Form, he/she should calculate the total allowable expenses and match the total cost of funds expended against the total advance obtained. If the total expenses are more than the advance, the expense report form should form the basis as backup documentation for issuing a reimbursement to the staff/s. It should be noted that consistency here is very important. If the advance is more than the total expenses, the staff owes the project the difference. This money should

be collected from the employee and should not be allowed to form unauthorised staff Loans. The Accounts department should issue a receipt to the staff for the amount paid and immediately deposit the funds in the relevant bank account.

Please find an expense report template in *Appendix 11* of this document.

16.0 Management of Sub-agreements

The organization should assist sub-grantees in understanding all Donor financial regulations and should advise and ensure that internal controls are maintained, understood and appreciated by sub-grantees. SECHILD should provide necessary support, as it is able to provide within the available resources.

16.2 Sub-agreements

SECHILD is prepared to provide assistance to Sub-recipients and these should comply with the Donor's requirements. Implementation of the activities lies primarily with the sub grantee; the primary beneficiary of the activities should be mentioned in the sub agreement.

Sub-agreements are legal contractual documents between SECHILD and Sub-grantee. Sub-grantees who are funded by the organization to implement activities or sub projects. Sub-agreements should outline the activities and scope of work, budget necessary to carry out the work, the reporting requirements for the Sub-grantee and the Donor-required standard provisions.

17.0 Management of Office Supplies

SECHILD should have expendable office supplies on hand (i.e. Stocks of supplies such as reams of paper, pens, pencils, notebooks, etc.) and management policy should be made very clear to minimize waste and to maximize efficiency. These policies should show who will order, and who should receive and manage these stocks. The Office Assistant should use a Delivery slip or invoice from the Vendor to update the office supplies stock register. The delivered quantities should be recorded in the goods received note. A different officer appointed at the center should

perform the verification exercise. To the extent that is possible, recycling of stationery such as bond paper should be encouraged, for example, printing on the other page of the used paper for internal use within the Centers.

18.0 Physical Inventory

The Office Assistant should maintain a Fixed Assets register log listing all equipment in close liaison with the Accounts Department and the Center Manager.

The property register will have the following details:

- a) Acquisition date
- b) Description
- c) Make
- d) Serial number
- e) Location /assigned user
- f) Fund/project number
- g) Percentage of federal participation in cost of equipment
- h) Unit acquisition cost
- i) Estimated life
- j) Condition and date information was provided
- k) Ultimate disposition data (if applicable)
- l) Identification code

Physical inventory verification should be done twice a year to make sure all equipment and materials are accounted for and recorded accordingly. The Finance/Audit/Accounts/Center Manager should conduct the exercise. Any missing items should be taken note of and investigated accordingly. After completion of the verification exercise, the inventory log should be updated and the copy signed by the center Manager and the Bookkeeper. These documents should be filed in the accounting office. SECHILD management should ensure that the organization's properties are revalued by a professional valuer at intervals of 24 months. The properties should also be insured.

All fixed assets of the organization should be labeled/tagged with a unique asset number according to the asset category. The labeling should be in indelible ink.

Disposal of fixed assets should follow project agreement guidance where applicable and all disposed property should be cancelled from the fixed asset register and transferred to a record or file of disposed property. All disposal correspondences, approvals and mode of disposal (sale, donation, scrapping etc) and evidence of disposal (such as sales/donation agreements), delivery notes should exist in the disposed assets file.

A fixed asset register is included in *Appendix 12*.

19.0 Project Vehicle and Equipment Use

19.1 Staff using the organization's equipment both on and off premises should take all precautions to ensure that the equipment is used properly, and should not be unduly subjected to abuse. All equipment should be insured. If an employee wishes to remove a piece of equipment such as the LCD projector or laptop from the office, the center Manager should log it in the logbook, with the name, date, duration, purpose and return date. Any equipment to be removed for a long time (more than 3 days) should have written request containing the following information and must be submitted for approval to the Administration Manager:

- a) description of the item to be borrowed
- b) reason for removal
- c) length of time the item will be needed
- d) follow-up should take place to ensure that all items are returned as required.

20.0 Audit Policy

It is the policy of the organization to conduct one organizational audit per fiscal year. However, where a difference exists between a grant agreement and this guidance, the grant agreement should supersede. Selection of the auditors should be done in accordance with the Nigerian Accounting Standards, as well as any appropriate guidance from the Donor (e.g. Circular A133 rules for US Government funds).

21.0 Budget Approval Policy

All budgets should be prepared together with the program managers and then presented to the Board of Trustees for approval for the fiscal year. The budgets should provide a financial overview for SECHILD and also, on a line by line analysis per funder, give an indication of which funder is funding which costs.

22.0 Donor's Policy and Guidelines

The policies and procedures outlined above are SECHILD's policies. But Donor's policy should take precedence over the policies and procedures outlined above, if Donor's policies differ from SECHILD.

23.0 Accounting Policies

Financial statements should be prepared in accordance with the historical cost convention as modified by the inclusion of certain assets at valuation. SECHILD in complying with the general accepted accounting policies should adopt these important accounting policies:

23.1 Fixed Assets

SECHILD should set a threshold for capitalization. Fixed assets should be accounted for on a cash basis and expensed when purchased or stated in the balance sheet at cost or valuation less accumulated depreciation. Any single fixed asset acquired with a value less than the threshold should be expensed to the Income and Expenditure account in the year of acquisition.

23.2 Depreciation

SECHILD should calculate on a straight-line basis and write off cost or valuation of fixed assets over the expected useful lives at annual rates:

Buildings	-	2%
Furniture & Fittings,	-	20%
Equipment and vehicles	-	25%
Motor vehicles	-	25%

Full depreciation should be charged in the year of acquisition and no depreciation should be charged in the year of disposal.

23.3 Translation in Foreign Exchange

Assets and liabilities denominated in foreign currencies should be translated into Nigerian Naira at current official exchange rate. All gains and losses arising on the translation should be dealt within the receipts and payments statement in the period in which they arise.

23.3.1 Grants

Grants received for meeting operational expenses should be released to the income and expenditure account in the year in which such grants are received. Grants received for investment in property, plant and equipment should be treated as capital grants and amortized to the income and expenditure account over the life of the asset concerned.

23.3.2 Currencies

The financial statements should be expressed in Naira, Dollar, Euro and Pounds. Transactions made in foreign currencies should be recorded at the rate of official exchange ruling at the date of the transaction. Assets and liabilities expressed in foreign currencies should be translated at the rate of exchange ruling at the balance sheet date. Profits and losses on foreign currency translation should be taken to the income and expenditure account in the year in which they arise

23.3.3 Inventory/Stock

Inventories should be stated at the lower of cost and estimated net realizable value. In general cost should be determined on an average basis and include transport and handling costs. Estimated net realizable value should be the price at which the inventories can be realized in the normal course of project after allowing for the costs of realization. Provision should be made for slow-moving, obsolete and defective inventories.

24.0 Glossary Terms

The terms defined below are commonly used accounting terms, some of which are used in this Manual.

Detailed explanations are provided in the text, where necessary.

Account	A personal or impersonal record of one or more transactions to enable a balance to be determined at any moment in time.
Accounting	The process of analyzing, classifying and recording transactions and operations in terms of time, quantity and monetary values.
Accounting Period	The period for which final accounts are customarily prepared.
Accounting System	The day-to-day method by which transactions are recorded and ultimately appear in the financial statements.
Accrual	The accounting treatment of a transaction whose actual value can only be ascertained after the close of an accounting period, where all or part of the transaction relates to that accounting period, such a transaction is brought into books of accounts by 'accruing'.
Advice Note	Note accompanying the delivery of goods or services ordered (sometimes known as dispatch or delivery note).
Age Analysis	Usually used on a schedule of Sales Ledger balances to indicate the age of the balance (e.g. one month old, two months, over six months, etc)
Amortization	The writing off against profits of the loss in value of certain fixed or intangible assets where such loss is

occasioned by the passage of time e.g. Leasehold property (see Depreciation).

Analyze	The process of classifying and aggregating similar types of transaction under common headings.
Asset	Goods, resources and property of all kinds belonging to a company or to an individual, which are used in the business.
Audit	An examination by an independent, qualified expert (the auditor) of the accounts and supporting records prepared by a company's management and the accounting principles and policies underlying them.
Auditor	A duly qualified person who conducts the audit.
Balance (noun)	The net difference between the debit and credit sides on an account.
Balance (verb)	To total the debits and credits in a ledger account and to enter, as a balance, the difference between the two.
Balancing the books	The periodical closing up and adjusting of all accounts in the ledger, in order to ascertain the profit or loss made during the period under consideration.
Bank reconciliation	A statement explaining the difference between the balance of an account reported by a bank by way of a bank statement and the general ledger balance (see reconciliation statement).
Book-Keeping	The technique of keeping accounts – of recording in a regular, concise and accurate manner the business transactions of an entity in a set of books kept for the purpose.

Books of Accounts	A set of books, which record the business transactions of a firm, company, entity etc (see bookkeeping).
Books of prime entry	Books into which transactions are initially recorded according to their type. e.g. cashbook, petty cash book, Paid (Purchases) Day book, Received (Donations) Day book
Bought Day Book	A book of prime entry, used to list, analyze and summaries all purchases and services obtained on credit. (See Books of prime entry)
Bought Ledger	A book of account, which records the personal side of all credit purchases of goods or services.
Cash Book	A book in which an account (record) is kept of all receipts and payments of money, by cash or cheque.
Cast (verb)	To add up a column of figures.
Contra	The matching of debits with credits or the offsetting of one balance against the other.
Credit (noun)	An entry on the right hand side of a ledger account.
Credit Note	Document sent to a person, firm, etc, stating that his account is credited (reduced) with the amount stated (e.g. when goods are returned by that person, firm etc. or an allowance is made to that person, firm etc.)
Creditor	One to whom money is owed for goods, services, etc
Current Assets	That group of assets in cash or near cash state (e.g. Cash, debtors, stock).
Debit (Noun)	An entry on the left hand side of a ledger account.

Debit (Verb)	To 'debit' an account to make an entry on the left hand side.
Debit Note	Document sent to a person, company etc. stating that his account is debited (increased) with the amount stated (e.g. as a result of price hikes, or invoice initially undercast)
Debtor	One who owes money for goods, services supplied.
Depreciation	The measure of the estimated loss in money value of a fixed asset owing to use, obsolescence or passage of time (see Amortization).
Discount	An allowance deducted from an invoice price, account etc.
Double entry	Method of book-keeping in which two entries are made debit and credit for each transaction in order to record the two aspects which every transaction has and to provide a means of providing the entries by balancing the ledgers in which each transaction is recorded.
Entry	The record of a transaction in a book of account.
Final Accounts	The Profit and Loss Account and Balance Sheet as agreed by the proprietor of the business.
Fixed Asset	An asset which is in permanent use within a business (e.g. Land, Buildings, furniture, plant, machinery, etc)
Gross	A total before any deductions.
Gross up	The calculation of a gross figure from a net figure by adding back deductions.
Impersonal Accounts	Accounts not dealing with persons but with other things such as 'real or property accounts' (e.g. Cash, rates, discounts, etc).

Impersonal Ledger	See Nominal Ledger.
Imprest System	Method by which a fixed amount is advanced and the expenditure for the amount at the end of the month or period reimbursed, so that the monthly or periodic balance remains the same. Frequently used for petty cash floats.
Intangible Assets	Asset, which is neither fixed nor current yet, possesses a value (e.g. Goodwill, Investment).
Inventory	The Stock-in-trade and work in progress of a business.
Invoice	A document showing the character, quantity, price, terms, nature of delivery and other particulars of goods sold or services rendered.
I.O.U	I Owe You
Journal	Literally, the book containing an account of each day's transactions.
Ledger	A collection of accounts The principal book of accounts in which the entries from all the other books are summarized divided into Cash Book, Bought Ledger, Sales Ledger and Nominal Ledger.
Ledger account	A record in the ledger showing one of the two aspects of each transaction or group of transactions (see also 'Account').
Liabilities	A term denoting the combined debts owed by a firm, company etc.
Liquidity	The excess of cash or near cash assets over current liabilities.

Lodgement		A payment into the bank or the credit of a specified account.
Materiality		The consideration of the significance of an amount in relation to the context in which it is placed. In relation to accounts, an amount is not material if its effect on the accounts would not distort the overall truth and fairness of the view they give.
Net		The amount of any charge or cost after all deductions has been made.
Netting off		See 'contra'
Nominal Accounts		Accounts for the income and expenses of a business (see 'impersonal accounts')
Nominal Ledgers		Otherwise known as the Impersonal or General Ledger. The ledger, which contains impersonal, accounts (see 'impersonal accounts').
Personal Account		An Account showing transactions with a particular person, firm or company as distinct from a nominal account.
Petty Book	Cash	A book subsidiary to the Cashbook, in which are recorded all small cash payments.
Posting		The transfer of entries from the books of prime entry to their separate accounts in the ledgers.
Prepayment		A payment made in the current accounting period of which part or all relates to a future period.
Profit and Loss Account		A summary account of all revenue and expense accounts, showing as its balance, the profit (or loss) for the period under consideration.
Provisions		Amounts written off or retained out of profits to provide for depreciation, renewals or diminution in

value of assets, or retained to provide for any known liability of which the amount cannot presently be determined with accuracy.

Reconciliation	A statement showing the process whereby the balances of two accounts, independently written up in respect of the same transactions, which show an apparent discrepancy, are brought into agreement. The most common reconciliation statement is that used to bring into agreement with the General Ledger Bank account balance and Bank Statement balance (see "bank reconciliation").
Reconcile (verb)	To ascertain the precise components of the difference between two related figures produced independently of each other.
Revenue	Income received from any source.
Sales Day Book	A book of prime entry used to list, analyze and summarize all the invoices for credit sales transactions.
Sales Ledger	A book of account, which records the personal side of all sales on credit, of goods or services.
Schedule	A detailed list of items, on a properly headed working paper, totaled to agree with the figure that is being analyzed or supported and cross-referenced.

Appendix 1: Ethics Policy

Consistent with her mission, SECHILD should establish a standard of the highest professional ability, personal integrity, and cultural sensitivity for all her staff and consultants.

SECHILD's Code of Ethics is designed to serve as a set of ethical and legal principles to provide guidance regarding decisions and judgments that the organization's staff and consultants are constantly being asked to make. It represents the principles upon which SECHILD was established and that continue to govern her operations. When further clarification is needed, staff should consult the HR and Administration Department or the Executive Director.

Contracting, Subcontracting, and Procurement

SECHILD believes that her interest and the interests of her clients are best served by fair and open competition in contracting, subcontracting, and procurement. Employees should consult applicable policies, Nigerian law and Donor guidelines on soliciting competitive bids when procuring goods and services. For interpretation of these guidelines or specific advice on contracting, subcontracting, and procurement, employees should consult with the Accounting and Financial Procedures Manual/Procurement Procedure Manual. All expenditures and purchases are governed by SECHILD's Financial and Accounting Procedures Manual. SECHILD will provide an **annual** orientation to financial and accounting procedures to all staff to ensure that all staff are aware of the organization's policies as well as Nigeria and Donor guidelines.

Fairness in Subcontracting

The extent of SECHILD's involvement in and level of effort on a particular project should be clearly stated in the subcontract agreement signed with SECHILD. The organization's staff should endeavor to ensure that:

- 1) The level of effort and role specified for the subcontractor is adhered to;
- 2) The subcontractor's name is mentioned on appropriate project reports, publications, and other public documents;

- 3) Proprietary information received from the subcontractor is kept confidential; and
- 4) Resumes of subcontractor staff and consultants are not used without the subcontractor's permission.

Plagiarism and Research Misconduct

There are policies that guide publishing research and reporting on program activities. Any deviation, falsifying or fabricating data or results, plagiarism, and any similar practices which does not qualify as honest errors of differences in interpreting data or research results in producing, creating, or writing SECHILD documents will not be accepted. Staff should not use or incorporate content from other documents without crediting the sources and/or obtaining permission, as appropriate. All employees should adhere to the highest standards of conduct in these areas as they carry out research, report on research and project activities and develop training and other programme materials, guidelines and products. Any alleged or suspected misconduct in research should be reported directly to the Executive Director, along with supporting documentation.

Obeying Local Laws and Traditions

It is SECHILD's policy to fully comply with Nigerian law, Donor regulations, and accepted good business practices. An infraction of laws and regulations should be cause for dismissal of the employee.

Conflicts of Interest

All SECHILD employees should maintain fairness, ethics, and personal integrity in all matters and avoid doing anything which is either illegal or unethical. SECHILD staff must refrain from participating, or giving the appearance of participating, in any activity that compromises their ability to render fair, impartial judgments on behalf of the organization's clients as well as in the development of new partnership/projects opportunities. SECHILD staff and consultants are also duty bound by the Nigerian law and Donor regulations such as U.S. government regulations concerning individual and organizational conflicts of interest.

Vendors and Service Providers

SECHILD staff are cautioned against the direct use of vendors and service providers that employ their spouses and/or members of their immediate family (including relatives by marriage). While SECHILD may use such vendors and service providers (after a competitive bidding process, where applicable), the following steps should be taken to avoid even the appearance of impropriety.

First, SECHILD staff should immediately bring the situation to the attention of their supervisor and the Executive Director, before their consideration as a potential bidder for the award of a contract or purchase of a commodity. The supervisor and Executive Director should determine that such a vendor or service provider is ineligible for SECHILD contracts or services.

Second, the affected staff member should not be involved in the selection process, in supervising the delivery of goods or services, or in approving or disbursing payments.

Inducement to Clients or Donor Agencies

In accordance with Nigerian law as well as Donor funding regulations and accepted good partnership/projects practices, no employee is authorized to offer, or give the impression of offering, an inducement (monetary or otherwise) to any current or potential client or Donor agency official for the purpose of obtaining proprietary information or influencing their judgments on future grant or contract awards. No offer or suggestion to provide employment or consultancies should be made to such an official. In addition, SECHILD will not, and employees or consultants of SECHILD should not, offer or make any payment, or even suggest a bribe be paid to obtain a contract or "favor" from a potential client. Engaging, or seeming to engage, in such activities will result in disciplinary action and/or termination of the employee. SECHILD's staff should immediately report any evidence of such activities to their supervisor and the Executive Director.

Similarly, employees are prohibited from paying, or offering to pay, any fees or commissions to consultants or other organization staff to obtain proprietary information or to otherwise assist in any inappropriate manner in obtaining a contract or grant award. SECHILD staff should immediately report any evidence of such

activities to the Executive Director. Any such act which is substantiated will result in immediate termination of employment with SECHILD employment. Any instances in which an employee is approached or asked to pay a bribe should be reported immediately to the Executive Director.

Gifts

Except for gifts of nominal cost-- less than N1000 in fair market value-- or meals and social invitations that are in keeping with good projects/relationship ethics and do not obligate the recipient or the employee, it is in conflict with SECHILD's interests for any employee or member of his or her immediate family to accept, give, or offer commissions, gifts, payments, services, loans, or promises of future employment to anyone in connection with his or her organization assignment.

Fees and Other Payments

Non-organization related director's fees, honoraria for speeches, fees for jury duty, radio and TV appearances, author's royalties and payments for published articles or article reviews, and travel reimbursements may be accepted, provided these payments do not represent activities that interfere with the staff member's responsibilities to SECHILD. No salary or consulting fee, however, should be accepted by regular SECHILD's staff members for services rendered to other organizations or persons during regular programme hours, vacations, or sabbaticals except on behalf of SECHILD. SECHILD staff should bring any questions they may have on this policy to the attention of the Executive Director for clarification before accepting a fee, honoraria or other payment.

Disclosure of Information

SECHILD staff should exercise discretion in regard to all official matters of the organization. They may not communicate any information known to them by reason of their position that has not been made public, except as may be necessary in the course of their duties or by authorization of the President. Nor should they at any time use such information to their private advantage. These obligations do not cease upon end of employment from SECHILD. No employee should disclose information about SECHILD development efforts without the permission of the President.

THE SEDOO INITIATIVE FOR CHILDREN WITH SPECIAL NEEDS-SECHILD CODE OF ETHICS

I hereby certify that I have been given a copy of SECHILD's Code of Ethics and SECHILD's Policy Manual. I have read and understand that I should consult with my supervisor for further clarifications on any aspect of SECHILD's *Code of Ethics*, and subsequently, as required, with the Finance / Operations Manager or the Executive Director.

Attested:

I have read SECHILD's full Code of Ethics and the statement above. I will conduct my work as a SECHILD employee in line with these principles and commit to monitor that SECHILD staff under my supervision do so as well.

Signature:

Name

Date

Printed Name

Staff: please return this form to the Human Resources Department.

Appendix 2: Cash Receipt Form

	The Sedoo Initiative For Children With Special Needs House 11, C Close, Trademore Along Airport Road, By Voice of Nigeria Lugbe, Abuja, Nigeria.	<i>Reciept</i>
		Date:.....
<i>Received from</i> _____		
<i>The sum of</i> _____ AMOUNT IN WORDS		
₦		TICK AS APPROPRIATE:
SPECIFY IF IN OTHER CURRENCY?STIKE OUT NGN SIGN		CASH ☐ CHEQUE ☐ TRANSFER ☐
<i>Towards</i> _____		

..... Donor/Benefactor's Signature		 For: SECHILD



Appendix 3: Purchase/Cheque Requisition

Cheque Requisition Number:

**Request for Payment
SECHILD**

Requested by: _____

Amount of (in words): _____

Limited Purchase Order #: _____

To be made in the name of: _____

Project	Description

Date: _____

Date: _____



Appendix 4: Purchase Order

Purchase Order Number: _____

Purchase Order

Name of Organization:

Project Title:

Project Number:

Address or Postal Address:

Supplier Details

Name:

Address or Postal Address:

Order
Date:

Description	Project to be charged		Quantity	Unit Price	Total Amount
	Donor	Project			

	Value Added Tax (VAT):	
	Total:	
Prepared by: _____	Date: _____	
Reviewed by: _____	Date: _____	
Approved by: _____	Date: _____	



Appendix 5: Petty Cash Voucher

Petty Cash Voucher Number: _____

Date: _____

Description of Expenditure	Amount
Total:	

Charge Codes:

PROJECT #	Project Name	Account	Vendor Name	Amount

Requested by _____ Date _____ Approved by _____ Date _____

Received by _____ Date _____ Paid by _____ Date _____



Appendix 6: Petty Cash Count Form

PETTY CASH COUNT FORM

Office: _____

Naira: _____

Date of Count: _____

Time of Count: _____

COUNT OF CASH ON HAND			
Denomination		Quantity	Amount
	X		
	X		
	X		
	X		
	X		
	X		
	X		
	X		
Total petty cash on hand:			
Add:			
Vouchers (see attached list)			
Combined Total:			
Petty Cash Imprest Balance:			
Difference:			
Comments:			
Counted by: _____			
Observed by: _____			



Appendix 7a: Vendor Quotation Sheet (N500, 000-N5, 000,000)

Appendix 7b: Bid comparison > N5, 000,000 (Best price & Best Value)

BID COMPARISON - PRICE

Please provide at least three (3) written quotes for each item you plan to buy and attach it to this bid comparison. Please note that the quotes need to be the same item (same specifications for the 3 different suppliers (**Attach Quote**). In the last please add up all recommended vendor amounts per item. You can add more rows if more space is needed. If you are choosing the vendor who is not the cheapest, kindly provide valid explanation for the selection below.

	Item	Quote 1	Quote 2	Quote 3	Recommended Vendor
	Vendor's Name_____				Cost N:
1					
2					
3					
4					
5					
	Total amount required N:				

Date (s) of quote/contact _____ Vendor name and address: _____ Name and telephone no. of contact: _____ Description of item: _____ Price quoted: _____ Type of business: Small Business ____ Women Owned ____ Disabled Owned ____ and Non-disabled Owned: _____	Date (s) of quote/contact: _____ Vendor name and address: _____ Name and telephone no. of contact: _____ Description of item: _____ Price quoted: _____ Type of business: Small Business ____ Women Owned ____ Disabled Owned ____ Non-Disabled Owned ____ Small and Disadvantaged Business ____ Non Disadvantaged Business.
Date (s) of quote/contact: _____ Vendor name and address: _____ Name and telephone no. of contact: _____ Description of item: _____ Price quoted: _____ Type of business: Small Business ____ Women Owned ____ Disabled Owned ____ Non-Disabled Owned ____	Selection _____ _____ _____ _____



Justification for quote (if recommended quote is NOT the cheapest):

Requested by (name): _____ **Date:** _____

Partner Organization: _____

Authorized By: _____



Appendix 7c: Bid comparison > N5, 000,000 (Best Value)

VENDOR SELECTION MATRIX - BEST VALUE BASIS

Project:						
Solicitation:						
Date:						
Evaluation Criteria		Vendor 1	Vendor 2	Vendor 3	Vendor 4	Vendor 5
Technical Approach						
Past Performance						
Company Capabilities						
Proposed Staff						
Price (in Naira/local currency)		\$	\$	\$	\$	\$
Price (comparative point determination)						
Other:						
Total Score						
Maximum Score Possible: pts	100	Source Selection Justification: Selection is based on best value through an evaluation of the proposals against the criteria as compared against all offers. Offeror with the highest point score selected.				
Score Breakdown:						
Technical Approach	35					
Past Performance	10					
Company Capabilities	20					
Proposed Staff	10					
Price	25					
Other:						
Total:	100					

****Note:** Evaluation categories and points breakdown MAY be changed for each solicitation, depending on what factors that are considered for that particular solicitation and level of importance. Price, however, must should always be included as an evaluation category.



Office: _____

Currency: _____

Month: _____

Prepared By: _____

Reviewed By: _____

Authorized By: _____

Paid By: _____

Date: _____

Date: _____

Date: _____

Date: _____



Appendix 9: Request for Travel Advance

To:

From:

Location:

Date:

Please issue a travel advance as indicated below:

Advance to:

	☐ Employee ☐ Non-Employee
--	---

If traveler is NOT an employee, fill out this information.

SSN:

Mailing Address:

Advance Amount:

Account #:

Contract #:

Project #:

Project Name:

Destination:

Purpose of Trip:

Departure Date:

Return Date:

Calculations for Advance:

Approved by Project President/Vice President/Director

Note: Please request advance no less than five (5) working days prior to date cheque is needed.

PAYEE _____

ADDRESS _____

_____ Date: _____

PURPOSE	₹	K
Cash/Cheque No. _____		

Amount in words _____

_____ Naira _____ Kobo

Prepared by _____ Sign/Date _____

Approved by _____ Sign/Date _____

Beneficiary _____ Sign/Date _____

Appendix 11: Travel Expense Reimbursement Form

Travel Expense Reimbursement Cash Advance Reimbursement

Requester's Information: Employee () Consultant ()

Submitted to:

Purpose of Trip(s)/Activity: _____

Name: _____

Address: _____

Telephone: _____

Unit/Department_____

[illegible]

Funding Source	Local Donor ()	Non-Local ()	Overhead ()	Total
----------------	-----------------	---------------	--------------	-------

Charge to:- Project/activity/programme=Amount

Total per pages attached-
Grand Total-
Previous Travel Advance-
Amount to Return (attach cheques)-
Amount Due to Requester-

1) Checked by:	Date Tel.Ext:	I hereby certify that the above is a correct statement of my expenses incurred on behalf of SECHILD
2) Approved by:	Date	
3) Officer's Signature:	Date	

Accounting Use Only

Audited by: _____ Date _____

Verified by: _____ Date _____

Requester's Signature: _____

Date: _____



Appendix 13: Consultants Work Order

Consultant Work Order

Name of Consultant: _____

Work Order No.: _____

Project N Title: _____

Type of Assignment: _____

Period of performance:

Task Description:

Deliverables/Milestones

Due Dates

- 1.
- 2.
- 3.

Payment Schedule:

- Fixed price payments based on completion and acceptance of deliverables/milestones

-or-

- Not to exceed level of effort (number of days) with payments based on days worked and days worked tied to specific progress in achieving milestones/deliverables

Expenses:

Technical Direction: _____

The organization and Consultant agree that the above services will be provided in accordance with SECHILD Consulting Agreement signed by both parties dated _____.

For SECHILD

Consultant

Signature Date

Signature Date

Name

Name

Title

Registration Number



Appendix 14: Consultant Scope of Work

Scope of Work
Consultancy/Organization Name
Background of Organization:

Purpose of Consultancy:

Objectives of Consultancy:

The objective of the _____ will be to:

Expressions of Interest: Consultants or firms interested in participating with this project should submit a proposal, their resumes with qualifications, as well as a completed bio-data form for review.

Terms of Reference: The services to be provided are as follows:

Deliverables	Date
•	
•	
•	

BID FORMAT: The response should be submitted in the following format:

Short Introduction Summary	Covering the review of the terms of reference and clear understanding of the consultancy requirements.
Methodology	Covering the proposed approach, main technical proposal including work tasks and time estimates for various activities.
Statement Of Capability	Bidders should include a statement of capability that details the level of resources available within SECHILD to deliver the services requested including the number of trained personnel, their experience and qualifications.
Time Schedule/Project Plan	A proposed time schedule showing each specific task with clear time estimates.
Financial Proposal	Detail the consultant's financial proposal and the pricing should include required transportation costs for travel.

GENERAL CONDITIONS OF BID:

- An electronic copy of the bid in MS Office templates should be submitted electronically to SECHILD at the following addresses no later than the close of business on the fourteenth working day
 - Sedoo200@gmail.com
- All documents produced will be the property of SECHILD
- Documents should be prepared in English Language, should be Microsoft Office Suite software, and should be submitted in electronic and hard copy forms.
- The currency for bidding and payment should be in Nigerian Naira. The pricing should remain fixed throughout the duration of the Contract including and should exclude VAT.

TECHNICAL DIRECTION:

SECHILD Center Manager should be responsible for technical direction of consultancy and should oversee the consultant.

PAYMENT TERMS:

The Consultant will invoice SECHILD upon the Center Manager responsible for technical direction's acceptance of the deliverables. The Consultant will invoice SECHILD not more often than weekly and not less often than once every 15 days.

Appendix 15: Bio-Data Form



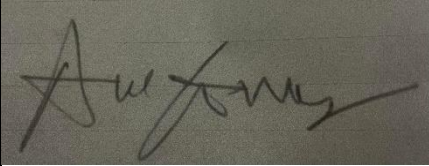
CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET							
1.Name (Last,First,Middle)		2. Contractor's Name					
3.Employee's Address		4. Contract Number		5. Position Under Contract		6. Proposed Salary	
		6. Proposed Salary		7. Duration of Assignment			
8.Tel. Number	9.Place of Birth	10.Citizenship		If non-Nigerian Give Visa/Permit status			
11.Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment							
12.Education		Language Proficiency					
Name and Location of Institution	Major	Degree	Date			Proficiency Speaking	Proficiency Reading
14. Employment History							
1. Give last three (3) years. List Salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment. 2. Salary definition-basic periodic payment for services rendered. Exclude bonuses, consultant fees, commissions. Extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowance.							
Position Title		Employer's Name and Address and Point of Contact/ Telephone No.		Dates of Employment (D/M/Y)			
				From		To	Annual Salary
							Naira N
15.Specific Consultant Services(Give last three (3) years)							
Dates of Employment (D/M/Y)							
Services Performed	Employer's Name and Address, Point of Contact and Tel.No.	From	To		Days at Rate	Daily Rate in Naira	
16.Certification: To the best of my knowledge, the above facts as stated are true and correct							
Signature of Employee					Date		
17. Contractor's Certification (To be signed by responsible representative Contractor) Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound practices) to verify the information contained in this form. Contractor understands that SECHILD may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious or that are based on inadequate verified information, may result in appropriate remedial action by SECHILD, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution							
Signature of Consultant's Representation					Date		

The Financial and Accounting procurement Manual should be reviewed and updated annually

Version	Date	Author	Summary
1.0	June 5 th 2022	The Sedoo Initiative for Children with Special Needs-SECHILD	The Sedoo Initiative for Children with Special Needs-SECHILD's continued service depends on its ability to safeguard and manage effectively and efficiently all donor funds (including locally generated income) entrusted to her. Central to this goal is a sound structure of financial management and control to maintain both integrity and confidence. This Manual describes the financial policies and procedures for ensuring accountability on effective and efficient use of funds. The procedures are aimed to give Management (including the Board of Trustees) accurate, complete and timely financial information. Any deviations from adhering to the procedures contained in this Manual by SECHILD staff should be in writing and approved by the President. The implementation of this Manual is essential for the successful delivery of SECHILD's services as we conduct our activities morally, ethically, and in the spirit of public accountability and transparency, and in conformity with applicable laws and regulations and practices common with responsible organizations.

			The principles and suggested procedures in the Manual reflect systems currently in operation, or being implemented by SECHILD and those expected to be adopted by her sub-partners. This Manual has been designed to suit specifically the accounting and financial management practices at SECHILD. The Manual is not exhaustive but provides a framework for accounting and financial procedures within the organization.
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Document Approval

Version	Date	Approved by SECHILD Board of Trustees
1.0	June 5 th 2022	The Sedoo Initiative for Children with Special Needs-SECHILD
		
		Barr. Aver Gavar-Chairperson