

MAALTAABA PEASANT WOMEN FARMERS' COOPERATIVE (MAPEWFAC)



FINANCIAL POLICIES AND PROCEDURE MANUAL

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LIST OF ACCRONYMS

MAPEWFAC	Maaltaaba Peasant Women Farmers' Cooperative
FIFO	First In First out.
GRN	Goods Received Note.
GIN	Goods Issued Note.
GR	Good Requisition.
LPO	Local Purchase Order.
CPV	Cheque Payment Voucher.
CPV	Cash Payment Voucher.
NGO	Non-Governmental Organization

FOREWORD

This Financial Policies and Procedures Manual (FPPM) describes the financial accounting policies and procedures of MAPEWFAC Peasant Women Farmers' Cooperative (MAPEWFAC). The manual also details the internal controls and specific methods to safeguard MAPEWFAC assets, check the accuracy and reliability of recorded accounting data and financial reports, and promote efficiency in its accounting operations.

This manual aims:

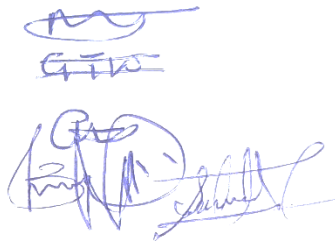
- ❖ To standardize the way finance and activities are carried out in order to ensure consistency.
- ❖ To provide a guidance to all staff concerned for smooth execution of their duties.
- ❖ To have in place an adequate system of internal controls that promotes a high level of compliance with the MAPEWFAC policies and procedures.
- ❖ To continuously review and improve the internal control system to be able to meet the challenges of growth.
- ❖ To implement and maintain this system of control to assist MAPEWFAC to carry out its activities in an efficient and orderly manner, ensure adherence to management policies, safeguard the MAPEWFAC assets, and secure the accuracy and reliability of its records.

The policies and procedures contained herein are derived from management instructions and it is meant to serve as a reference point for the Financial Operations of MAPEWFAC and Partners.


Future amendments and additions to this manual must be approved by the management before its incorporation.

Reviewed by:

Mollydean Zong Buntuya
Gladys Talata Yakaadi
Gloria Zong
LUCRE YEABETAHI
SAMUEL ZANORE



Approved by:

Lydia Miyelle

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DEFINITION OF TERMS USED IN THIS MANUAL

ACCOUNTING

Accounting is defined by the American Accounting Association ‘as the process of identifying, measuring, and communicating economic information to permit informed judgment and decision by users of the information’.

ACCOUNTANT

A person whose job it is to inspect and keep accounts of the MAPEWFAC.

ASSETS

An Asset is the right or access to future economic benefits controlled by an entity as a result of past transactions. It is the resources owned by MAPEWFAC.

BALANCE SHEET/STATEMENT OF FINANCIAL POSITION

A statement that shows the assets, capital and liabilities of MAPEWFAC as at a certain date. It is a snapshot of the MAPEWFAC’s resources and commitments as at that date.

BOOK KEEPING

Bookkeeping is the process of identifying, classifying, summarizing and recording financial transactions and events in monetary terms.

BUDGET

A financial plan of MAPEWFAC expressed in monetary terms.

CAPITAL

The total of resources supplied to MAPEWFAC by its owner or owners. Equity is another name for capital of the owners.

CAPITAL EXPENDITURE

Capital expenditure is expenditure that provides long-term economic benefits to the MAPEWFAC and will usually involve large amounts.

EXECUTIVE DIRECTOR

A person who is the country representative of MAPEWFAC in Ghana.

CREDITOR

A person or MAPEWFAC to whom money is owed for goods or services supplied to the company whose financial statements is being considered.

CURRENT ASSETS

These are assets, which change in nature from day to day, within one accounting period e.g. stock, debtors, and cash in bank.

DEBTOR

A person or an organization who owes money to the business whose financial statements are under consideration.

DEPRECIATION

Depreciation is the measure of the wearing out, consumption or other reduction in the useful economic life of a tangible fixed asset, whether arising from use, effusion of time or obsolescence through technology and market changes.

DONOR FUNDS

Donor funds are funds received by or on behalf MAPEWFAC for a defined project. Donor Funds come with signed Memorandum of Understanding as well as signed Contract Documents. Such funds are guided by defined Terms and Conditions which demands for the performance of a specific task(s) for mutual benefit. In accounting for such funds, the Accountant shall abreast him/herself with the tenets of the contract and act in fulfillment of the accounting, reporting, template filling requirement, document attachments etc requirements that goes with the contract.

FINANCIAL ACCOUNTING

Financial accounting is the provision of more aggregated financial information to parties both within and outside the MAPEWFAC to use for informed judgment.

FINANCE AND ADMINISTRATIVE MANAGER

A person, head of finance and administration of MAPEWFAC

FINANCIAL STATEMENTS

This comprises the Statement of Financial Position, Income and Expenditure Account, cash flow and explanatory notes of MAPEWFAC for a period.

FIXED ASSETS/ NON-CURRENT ASSETS

These are assets which have been acquired to be used by MAPEWFAC for more than one financial period e.g. machinery, fixtures, motor vehicles etc.

FILING AND DOCUMENT STORAGE

It is expected that the MAPEWFAC will operate its financial activities and transactions in an orderly manner. This shall ensure that an adequate audit trail is left in the books and records.

Records shall be stored sequentially, by type (eg. cheque stubs, receipt books, pay-in slips, payment vouchers) and in a safe, secure place. MAPEWFAC shall keep all Financial Documents and Records of its programs for a maximum period of 7 years and for a minimum period of 3 years after the project has ended. Before disposing of any documents and records, clearance must be obtained from the Donors of programs.

INCOME AND EXPENDITURE ACCOUNT

This is a statement showing the performance of the MAPEWFAC in terms of revenue and expenses for a specified period, and also indicates whether the MAPEWFAC has made a surplus or deficit for that period.

LIABILITIES

A Liability is the obligation or the transfer of an economic value to a third party by an entity as a result of past transaction. It is the obligation by MAPEWFAC either long term or short term which have monetary value and are payable within either a longer life span (more than one accounting period) and assist in generating the revenue of the business.

LONG TERM LIABILITY

These are amounts owed to third parties, which are not payable within one accounting period.

MANAGEMENT ACCOUNTING

Management accounting is concerned with the provision of more detailed and analyzed financial information to people within the MAPEWFAC to help them make informed decisions.

REVENUE EXPENDITURE

Revenue expenditure is expenditure incurred in the day to day running of the business and it is used up within one accounting period (1year) to generate economic benefits to the MAPEWFAC

SHORT TERM LIABILITIES

These are amounts owed by the Company to third parties and are payable within an accounting period. These are also called Current Liabilities. E.g. creditors for supplies, unpaid expenses etc.

VALUE FOR MONEY

This is the optimal use of resources to achieve the intended outcomes. ‘Optimal’ means ‘the most desirable possible given expressed or implied restrictions or constraints’.

1.0 INTRODUCTION

1.1 Background

MAPEWFAC is duly incorporated under the Companies Act, 1963 (Act 179) and that the liabilities of its members are limited by guarantee.

Mission: MAPEWFAC exist “To empower members of the union through sustainable capacity development to achieve and sustain improvements in their environment and livelihoods”.

Vision: MAPEWFAC envisage “Rural farming communities in northern Ghana where hunger and poverty are eliminated; people are empowered and maintain a sustainable relationship with their environment”. MAPEWFAC is registered with the Registrar General Department with registration number **CG026652020** as a non-profit organization and the department of social welfare with registration number **DSW/9266**.

Its objectives include:

- ❖ To promote organic farming (sustainable soil and environmental conservation) for enhanced income, food security and nutrition.
- ❖ To promote entrepreneurship, commodity value chain and livelihoods diversification for employment and income
- ❖ To promote gender equality to address discrimination and negative cultural practices that undermine the human rights and respect of women and girls.
- ❖ Collaborate in giving new hope to street kids through innovative social intervention programmes to live a successful independent life.
- ❖ To promote effective engagement and dialogue between the public and private sector on matters that negatively affects the livelihoods and human rights of communities and members.

MAPEWFAC has seven (7) Board of Directors with professional background that plays a critical role in the transformation of the organization. The Board meets quarterly in a year to deliberate on the organizational growth committed to a vision of development and justice for all people.

The objective of the financial policies and procedures Manual is to outline the accounting policies of MAPEWFAC. It also seeks to provide a framework and specific guidelines to ensure accuracy, consistency and efficiency in carrying out accounting and financial procedures in the Organization. This manual also provides a reference for accounting staff in various accounting tasks performed daily. This document can also serve as a training manual for newly recruited accounting staff.

This policy manual cannot address all aspects of MAPEWFAC's accounting and finance operations. Guidance from Management should then be obtained when such situations arise. This Policy manual will be occasionally updated by management to keep it effective for guiding accounting activities.

MAPEWFAC's accounting process will comply with International Financial Reporting Standards (IFRS) and the laws of the Republic of Ghana. In Ghana, IFRS was officially adopted in 2007 and all public interest companies (e.g. banks, listed companies etc) were directed to use them by 2008. Although MAPEWFAC is not a public interest organization, its donors will prefer to have its financial statements drawn up to meet international standards.

MAPEWFAC's accounting method is the accrual basis of accounting. Under accrual accounting, transactions are recorded when they occur, but not when cash is received or paid.

Income shall be recognised when actual income has been received by the organization and **all expenditure** shall be recognised in the period in which it is incurred. The purpose for which expenditure is incurred must be in line with the vision and mission of MAPEWFAC and intentions of donors from who funds are received.

The accounts of MAPEWFAC shall be prepared under the **Historical Cost Convention** but will be modified through revaluation when necessary and in accordance with GAAPs, International Financial Reporting Standards and other pronouncements on reporting for Charities.

MAPEWFAC's financial year will be the period of 12 months beginning **1st January** and ending on **31st December** each year. However, additional reporting may also be undertaken on the request of Donor Partners as provided for in any Donor partner Agreement / Memorandum of Understanding.

1.2 Use of the manual

This policy manual includes certain mandatory rules e.g. maximum cash balances to be held in the office, or the maximum size of a float to a member of staff. Management may agree to vary the actual limit from time to time provided the decision is well documented. The remainder of the manual details minimum acceptable systems and procedures, together with explanations.

1.3 Purpose of manual

This policy manual is intended:

- ❖ To set out the minimum level of financial controls necessary in MAPEWFAC accounting office.
- ❖ To provide guidelines for the management of MAPEWFAC in general. Financial control

is ultimately the responsibility of the Executive Director of MAPEWFAC, but implementation may be delegated to the Finance and Administrative Manager. This manual provides guidelines for both the Executive Director of MAPEWFAC and the Finance and Administrative Manager and can be used to appraise the performance of the Finance and Administrative Manager.

- ❖ To be used as a monitoring tool by the Country Director of MAPEWFAC and the Finance and Administrative Manager. Also, to provide confidence for external auditors when they assess systems and procedures.
- ❖ To provide a basis for good practice across all Projects offices of MAPEWFAC and uniformity of practice.
- ❖ To be used as a training tool for finance staff, both during their induction and as a source of reference when in doubt.

This manual should be read with existing Regulations of MAPEWFAC and other statutory provisions in mind. If there is a conflict the legal requirements should be followed and the Country Director of MAPEWFAC must be informed of the situation.

1.4 Reasons for financial control

MAPEWFAC is registered as a company limited by guarantee under the Companies Code, 1963, (Act 179). Under this Code the Board of Directors is responsible for the proper administration of MAPEWFAC and has a duty to ensure that MAPEWFAC pursues its aims, uses its assets cost effectively and exclusively to pursue those aims and acts in the interests of its organization. Financial control helps the Board to ensure that MAPEWFAC is properly administered. The Board has a duty to produce true and fair annual accounts in order to satisfy the requirements of the code. The financial controls also help to ensure that the ethics of MAPEWFAC are followed, using all resources to achieve best value for money and thus to maximize the benefits of the work. The emphasis should be on obtaining good value for money and providing services of an excellent quality, and not wasting resources.

1.5 Internal Controls

Internal Control system as defined by the Auditing Practices Committee of the United Kingdom is “The whole system of controls, financial and otherwise, established by the management in order to carry on the business of the enterprise in an orderly and efficient manner, ensure adherence to management policies, safeguard the assets and secure as far as possible the complete accuracy of the records”.

Internal Controls are to ensure the authenticity of all financial transactions and the integrity of the accounting system and financial reports. The following internal control policies are designed to ensure this standard in MAPEWFAC and include specific procedures, job responsibilities, and

regular check-off routines. Internal audits will be used to strengthen management's confidence in the internal control system.

- a) Transactions should be **valid**. The system should not permit the inclusion of fictitious or non-existent transactions in accounting records.
 - All pre-printed forms (cheques, receipts, payment vouchers, petty cash vouchers, purchase requests, purchase orders, fuel request form, etc.) shall be pre-numbered and kept in a secure location.
 - All transactions must be recorded in numerical order (petty cash vouchers, payment vouchers, receipt vouchers, etc).
 - All transactions, including adjusting entries must be fully substantiated by supporting documentation in the form of letters, invoices, receipts, etc.
 - Any changes to entries shall be made by crossing out the previous entry and making the correct entry.
- b) Transactions should be properly **authorized**. The Executive Director must authorize all expenditure. All bank transactions (cheques, transfers, withdrawals, etc.) require the signature of two authorized persons. The section on Banking elaborates the signing authorities.
- c) Existing transactions should be **complete**. Controls should be in place to prevent the omission of transactions from the records. Cheques and Invoices for example should be pre-numbered and serially registered. Mutilated and voided cheques and invoices should be kept in sequence with valid ones, to ensure that all are accounted for.
- d) Transactions should be properly **valued**. An adequate system includes procedures to avoid errors in calculating and recording transactions at various stages in the accounting process. Expense reports, invoices, and other transactions should be checked for accuracy and initialed by the accountant.
- e) Transactions should be properly **classified**. The proper account classification (including departments or cost centers) according to the chart of accounts shall be used to prevent errors and assist management to monitor effectively.
- f) Transactions should be recorded at the proper time (**timeliness**). The recording of transactions either before or after the time they took place increases the likelihood of failing to record transactions or of recording them at the improper amount - and misrepresentations of the statements. All transactions occurring in any given month should be recorded in the books during that month. Transactions must be recorded at real value and timely according to GAAP.

- g) Transactions should be properly included in subsidiary records and correctly summarized (**posting and summarization**). Regardless of the method used to enter transactions in the subsidiary records and to summarize transactions, adequate controls are needed to make sure summarization is correct. The Accountant shall understand how the various books of accounts are entered and cross-balanced and ensure that the accuracy of such balances is checked on a monthly basis.

- h) **Supporting documentation:** Transactions must be supported by proper and valid documents, e.g. invoices from suppliers, receipts from the payee if paid by cheque, purchase order and contracts for engaging a contractor, vendor against whom a payment is made. These details should be seen on the documents: name, address, phone/fax contacts, description of the transaction (e.g. supply of 50 metres of curtain materials @ GHS 5/per metre), and the price and total value. Any supporting documentation received in local language should have a short English description of the good/service purchased attached. Paid invoices and bills shall be stamped "PAID" immediately after effecting payment. As well, the date on which it was paid should be written next to the stamp.

The audit Practices Committee of the United Kingdom identifies eight components of internal controls as described below;

1.5.1 Organogram

An organogram should be drawn up of the organization (structure), by management, specifying responsibilities, authority, reporting lines and controls. Job descriptions should also be written. This allows assessment of the management and reporting structure.

1.5.2 Authorisation and approval.

All transactions should be authorized by an appropriate person to whom that responsibility has been delegated. The limits for the authorizations should be specified. The Executive Director has ultimate responsibility of MAPEWFAC.

1.5.3 Physical

Security of assets should be achieved by limiting access to authorized persons. This will include physical security of assets such as vehicles, computer hardware and stock, as well as access to assets via documentation e.g. Goods requisition books or office rubber stamps. Fixed Assets register should be maintained to record the following in respect of each asset; cost, supplier, depreciation, serial/identification number, significant repair cost, location, date of disposal,

disposal proceeds.

1.5.4 Segregation of duties

A transaction should be split so that parts of it are performed by different staff. For example, the Country Director may authorize the purchase of stationery, the secretary may obtain cash from the accountant to purchase it, the accountant records the expenditure in the cashbooks, and the Country Director reviews the cashbooks. This reduces the risk of internal manipulation or error and increases the times that the transaction is checked. Different people should perform the authorization and execution of a duty, and the custody of assets.

1.5.5 Personnel

There must be procedures to ensure that staff are qualified, selected properly and trained. Selection procedures should ensure the competency and integrity of staff, and there should be an appraisal system to monitor this.

1.5.6 Arithmetical and accounting

Controls within the record keeping function should ensure that transactions are authorized, correctly recorded and accurately processed. This may include the arithmetical accuracy of the records, the maintenance and checking of totals and reconciliation.

1.5.7 Supervision

The Country Director or his nominated person, or a responsible official should supervise day-to-day transactions.

1.5.8 Management

Management controls are outside the daily routine, for example, review of management accounts.

1.6 Risk Management

It is the responsibility of every management to identify risks to the Organization, categorize them and eliminate and or minimize them. The list of risks that have been identified include a wide variety of things such as security, fraud, losing key staff, poor budget management, politics & civil unrest, changes in legislation, natural disasters and so on.

When risks have been identified they are categorized in terms of:

- ❖ Likelihood of the risk occurring
- ❖ Impact of risk when occurred.

For example, reputation of management may be seen as very risky because it would be easy to damage the Organization's reputation with the public, and the potential loss could be very high. However, substantial changes in the regulations of the Organization are unlikely to happen in the near future, and their financial effect is not expected to be high, so this would be seen as low risk.

The aim of risk management is to reduce or eliminate the likelihood of adverse events happening and reduce the monetary effect of those events. Particular attention must be paid to the riskiest events and events which are most likely to happen.

Risk management includes the following aspects:

- ❖ Effective monitoring, control and forecasting systems.
- ❖ A clear management structure.
- ❖ Consensus judgment for making decisions which involve significant uncertainty.
- ❖ Insurance cover where appropriate
- ❖ Back up for critical resources
- ❖ Internal audit function which can target areas of greatest risk.
- ❖ A plan of action in the event of various crises.

The Executive Director and his management should continuously analyze the risks of MAPEWFAC and produce action plans to minimize those risks.

The annual plan must contain a statement categorizing key risks in MAPEWFAC in terms of monetary loss and likelihood of event happening, together with proposed action to be taken to mitigate these losses.

2.0 BASIC PRINCIPLES

It is the MAPEWFAC policy to maintain good accounting records in accordance with the Statement of Recommended Practice No. 2 "Accounting by Charities" and applicable Accounting Standards.

Accuracy of financial data and reports are integral to providing necessary information for budgeting, planning and decision-making of the management. To achieve this, the MAPEWFAC financial management and reporting systems are designed so that:

- ❖ Each funding source is individually identified and individual expenses are coded in a manner to ensure that the expense is charged to the correct funding source;
- ❖ Costs are treated consistently with MAPEWFAC written policies and procedures.
- ❖ All payments are based on fully supporting documentation.
- ❖ All financial records are supported by source documentation; and
- ❖ Reports can compare actual expenditures with planned expenditures.

MAPEWFAC has established a number of checks and balances to ensure internal control within its financial management and reporting system. The management recognizes its limited human resource to provide a complete separation of duties and responsibilities. However, through the combination of sound accounting system, daily attention to its key staff, regular oversight by the Country Director and independent activities, such as the annual financial audit and, as needed, engagement of interns, we can achieve sufficient separation of duties and responsibilities.

3.0 ACCOUNTING PRINCIPLES AND ADMINISTRATION

3.1 GENERAL ACCOUNTING POLICIES

3.1.0 The fiscal year of the organization is 1st January to 31st December.

3.1.1 Income is recognized at the point when remittance/grant is received.

3.1.2 Expenses are recognized at the time they are incurred. Long-term contracts are accounted for in accordance with Statement of Standard Accounting Practice 9.

3.1.3 MAPEWFAC accounts are prepared under the historical cost convention and in accordance with Statement of Recommended Practice No. 2 "Accounting by Charities" and applicable Accounting Standards.

3.1.4 Foreign Exchange: Transactions denominated in foreign currencies are translated into Ghana Cedis and recorded at the rates ruling at the date of translations. Balances denominated in foreign currencies are translated into Ghana Cedis at the rates of exchange ruling at the balance sheet date.

3.1.5 Grants to partners for expenditure in the current financial year are expensed in the books at the time of payment.

3.1.6 A grant paid to a partner at the end of the current period to be spent in the following period is treated as prepayment.

4.0 ORGANISATION AND FINANCIAL RESPONSIBILITIES

It is the responsibility of the management to formulate the financial policies and procedures, review the financial management and reporting system and its operations on a periodic basis.

The management delegates this oversight responsibility to the Financial and Administrative Manager and the Executive Director.

The Executive Director acts as the primary fiscal agent, implementing all financial policies and procedures and is responsible for the coordination and approval of all financial transactions relating to its day-to-day operations with the Financial and Administrative Manager ensuring check and balance in all its transactions.

The Financial and Administrative Manager has the day-to-day operations responsibility for managing the MAPEWFAC funds, ensuring the accuracy of the accounting records, internal controls, financial objectives and policies and financial statement preparation.

The overall responsibilities of the Financial and Administrative Manager shall include but not limited to the following:

- a) To process all financial transactions and ensure compliance and completeness of supporting documents.
- b) To maintain the book of accounts and other records of all the accounting transactions of the MAPEWFAC.
- c) to prepare monthly, quarterly and annual statements needed to show the financial position and operations of MAPEWFAC, and such other financial statements/reports as requested by MAPEWFAC, partners and donors;
- d) to operate satisfactory accounting controls over the assets and liabilities of the organisation.
- e) to comply with statutory and international accounting policies;
- f) to develop and amend accounting principles and procedures in the light of changed circumstances; and
- g) to provide accounting information which is required by management to plan and control all the activities of MAPEWFAC.

5.0 THE GENERAL LEDGER SYSTEM

On the basis of account classification, the following are available but are not limited to:

ACCOUNT CLASSIFICATION	COMPONENT	DEFINITION
INCOME AND EXPENDITURE		
Income	Donors Grants	This represents the total grant received from donors. The total amount must be segregated by donor and shall be indicated in the notes to financial to statements.
	Donations	This covers donations in kinds and cash received from donations in and out of the country. Donations in kind must be appraised to determine its value in Ghana Cedis.
	Proceeds from sale of materials and equipment	These are proceeds derived from the sale of materials and equipment.
	Interest Income	Income derived from the bank deposits less taxes.
Expenditure	Program Costs	These are program expenditures directly related to the program implementation and not related to the overall management and administration of the organization.
	Administrative Costs	Includes expenses incurred relating to occupation costs, administration salaries, government taxes, stationery, communication and depreciation on
		Vehicles, machinery among others. Indirect and overhead costs normally must be charged to administration except when the cost can be identified program service directly benefited.
	Fundraising	Includes expenses related to fundraising activities

ACCOUNT CLASSIFICATION	COMPONENT	DEFINITION
BALANCE SHEET		
ASSETS		
Current Assets		These are liquid assets such as cash in the bank, payments made in advance and inventory, which can be <i>converted into cash within 12 months</i> .
	Cash	Funds held in the bank and on hand.
	Accounts Receivable	Money owed to the organization such as but are not limited to annual dues, special levy and unpaid invoices. The figure is shown gross and after deducting provisions for write-downs to take account of those who cannot pay.
	Non-Inventory	Materials, supplies and properties with an acquisition cost below GhC 1,500.00.
	Prepayment	Value of items paid for in advance such as advance to suppliers or equipment or office rental.
	Grants Due	Grants owed to the organization for projects already started in the reporting period.
Fixed Asset		Tangible, long-term assets such as buildings, equipment and vehicles, having a <i>value lasting more than one year and has a acquisition cost of more than GHS 1,500.00</i> . These assets are shown on the balance sheet net of any depreciation applied.
LIABILITIES AND EQUITY		
Current Liabilities		These are outstanding payments, and short-term borrowings – like those having to be paid within 12 months.
	<i>Creditors & Accruals</i> Money	Money owed by the organization scheduled to be paid within one year such as bank overdrafts, unpaid bills, sales tax, payroll, taxes, accrued or deferred salaries, and short-term loans.

	<i>Grants in Advance</i>	Grants received for a particular purpose but not yet spent in full, so carried forward to the next financial year.
Other Liabilities		Long-term commitments of the organization which are more than one year.
Fund Balance		
	Reserved Fund Balance	Segregation of a portion of fund balance for any items that may be legally restricted and set aside from “funds available for spending.”
	Unreserved Fund Balance - Designated	Segregation of a portion of fund balance to indicate tentative plans for financial resource utilization in a future period such as general contingencies or for equipment replacement. Such designations reflect tentative managerial plans or intent and should be clearly distinguished from reserves. Designated portions of fund balance represent financial resources available to finance expenses other than those tentatively planned.
	Unreserved Fund Balance –General Funds	Accumulated surplus of income over expenditure achieved since organization opened.

5.1 ACCOUNTABLE DOCUMENTS

A computerized accounting system shall be established, designed and maintained by the Financial and Administrative Manager in lieu of the accounting books. Back-up copy of the system is stored on clouds (Dropbox) and updated regularly all necessary information and reports shall be duly reviewed, signed and approved by the Programs Managers before the final approval of the Country Director.

The Financial and Administrative Manager shall be held accountable to maintain the following books, ledgers and other relevant documents:

- ✓ General Journal
- ✓ Payment Vouchers
- ✓ Official Receipts
- ✓ Subsidiary Ledgers (Receivables, Fixed Asset, Payables, Schedule of Contributions)
- ✓ Other books as deemed necessary.

5.2 FINANCIAL REPORTING

5.2.1 Monthly

Prior to month end close-out, all accounting transactions, including journal vouchers, will be posted. The Financial and Administrative Manager will close- out by the tenth of the following month.

Once the close-out has occurred, the Financial and Administrative Manager and the Finance Officer will perform the bank reconciliation. The Financial and Administrative Office will prepare all the required financial reports and remit all statutory obligations for the month.

5.2.2 Quarterly

The same procedures as month-end will be followed. In addition, all financial quarterly reports required by the management and donors shall be prepared by the Financial and Administrative Manager that will include a report that will show the actual expenditure vis a vis the budget for all accounts and donors. All statutory obligations shall also be complied with before the deadline set by the appropriate agency.

The Executive Director shall review and approve the Financial Status Report and quarterly financial summaries and submit the same to the donors in a timely and efficient manner.

5.2.3 Year-End

The same procedures as quarter-end will be followed at year-end.

The Financial and Administrative Manager will prepare the necessary year- end financial reports that will include the following but not limited to:

- ✓ Statement of Income and Expenditure
- ✓ Statement of financial position/Balance Sheet
- ✓ Cash Flow Statement
- ✓ A Summary Management Report that shows actual expenditure against budgeted expenditure for all cost.

6.0 AUDIT

6.1 In compliance with the accounting standards, Books of Accounts of MAPEWFAC will be audited annually by an Independent Auditor (qualified and reputable accounting/Audit Firm) to be appointed by the Board of Directors in consultation with the Executive Director. MAPEWFAC may hire the services of internal audit function in order to streamline its accounting systems and procedures.

As required by Law, MAPEWFAC shall have its books of accounts audited by its external auditors **not later than 30th April**, for filing with the respective authorities. The audit will be performed according to the requirements of the Statement of Recommended Practice No. 2 "Accounting by Charities" and applicable Accounting Standards and will take place shortly after the end of the fiscal year.

6.2 The Financial and Administrative Manager is responsible for sending copies of the audit report and related documentation to the appropriate stakeholders.

7.0 OPERATION OF CASH AND BANK ACCOUNTS

7.1 General Policies

- ❖ The use of cash will be kept to a minimum; cheques or bank transfers are more secure.
- ❖ MAPEWFAC must have a **main cash account** and as many **bank accounts** as are considered necessary (for example there may be a need to have separate bank accounts for Each Donor). Each separate Project of MAPEWFAC must also have separate **main cash accounts** and **bank accounts**. These cash accounts and bank accounts are represented by ledger accounts.
- ❖ A petty cash system may be operated in addition to the main cash, for example, to allow a less senior member of staff to hand out small amounts of cash for certain purchases or expenses up to an authorized limit, this will be set from time to time.
- ❖ Cash and bank systems must be kept separate, and transactions must be recorded promptly so that the balance in the safe or the bank can be determined at any time and agreed to a bank statement or cash count.
- ❖ A separate individual from the one holding the main cash should hold the petty cash.
- ❖ The main currency used for transactions is the Ghanaian cedi, and in the case of receipt of foreign grants or imports, foreign currency shall be used.

7.2 DISBURSEMENT POLICIES AND PROCEDURES

7.2.1 GENERAL POLICIES

7.2.2 All disbursements, except petty cash, are made by cheque and are accompanied by substantial supporting documents.

7.2.3 In no case that the signatories will sign a blank check.

7.2.4 Requests for payments will normally arise from transactions with third parties. Such requests will therefore be in the form of bills, invoices, memorandum or letters requesting payment / funds for various purposes. In addition to these staff claims will be made on the appropriate claim forms.

Depending upon the disbursements supporting documents (original/unaltered) shall include but not limited to the following:

A. PROGRAM ACTIVITIES (also applicable for reimbursement basis)

- ✓ Approved Written Memorandum/or Activity Budget Request form.
- ✓ Post-Activity Report
- ✓ Attendance Sheet
- ✓ Official Receipts
- ✓ Acknowledgement Receipts/ Honours Certificate (/Lorry Tickets/ Transportation
- ✓ Logbook / Others that will suffice that expenses have been incurred.

B. PROCUREMENT OF GOODS/SERVICES*

- ✓ Approved Written Memorandum
- ✓ Supplier Invoice
- ✓ Official Receipts
- ✓ Acknowledgement Receipts/ Honours Certificate
- ✓ Others that will suffice that expenses have been incurred

**Refer to 9. Procurement of Goods and Services for details of the policies*

C. PAYMENT OF SALARIES/ALLOWANCE

- ✓ Approved Payroll
- ✓ Time Sheets
- ✓ Signed Pay slips

D. CASH ADVANCE (applicable for travel or conduct of program activities)

- ✓ Letter of Invitation
- ✓ Approved Written Memorandum and/or
- ✓ Activity Budget Request

E. LIQUIDATION OF CASH ADVANCE

- ✓ Filled-up Liquidation Report
- ✓ See supporting documents required in A. Program Activities

F. LIQUIDATION OF PER DIEM

- ✓ Filled-up Liquidation Report
- ✓ Post-Activity Report

G. REMITTANCE OF STATUTORY REQUIREMENTS

- ✓ Remittance List/Received copy of Prescribed Form of the appropriate government agency

7.2 .5 For project-related expenditures, all supporting documentation, including funding source, must be approved for payment by the Country Director.

7.2.6 Payment must be made only from original invoices. Electronic invoices or supporting documents is acceptable if it is eligible and approved by the person signing the cheque for payment.

7.2.7 Travel and program-related expenditures will be released as Cash Advance of the management and staff concerned. Unless approved by the Executive Director, no case that succeeding cash advances will be released unless sufficient and complete liquidation of the prior liquidation is made by the concerned management and staff. Otherwise, reimbursement method will be applied.

7.2.8 Material alterations like amounts or "white-out" amendments to any part of the payment voucher or any document may not be permitted. Any material amendments must be done by issuing another payment voucher to this effect.

7.2.9 Disbursement ceilings are set for signatories to approve for fast and efficient delivery of service: The Country Director will set limits from time to time depending on the work demand of the office.

7.2.10 Immaterial alterations and amendments in the cheque issued shall be made through crossing through the original entry and retyping or rewriting in the corrected amount. All amendments must be initialed by the cheque signatories. However, when checks are erroneously issued with a wrong vendor/payee or erroneous amount, it shall be voided and defaced.

7.3 CHEQUE DISBURSEMENT PROCEDURES

7.3.1 The Executive Director is the budget holder and is ultimately responsible for all expenditure made on behalf of the Organization. All expenditure must be approved by him or his delegate, subject to the limits given to him/her. If authority is delegated to others; clear written authorization must exist which specifies which types of expenditure can be authorized and to what monetary limit.

7.3.2 All expenditure requests will be initiated in writing through a Memorandum or an Activity Budget Request by all staff concerned except for payment of utilities, recurrent operational expenses and petty cash replenishment request. It shall be approved within 2 days upon receipt by the Program Director concerned/Executive Director or in accordance with existing authorization levels and duly approved by the Country Director. Thereafter, delivered to the Finance and Administrative Manager for processing. The Finance and Administrative Manager shall process the request within 2 days upon the receipt of complete supporting documents, qualification to take cash advances approval and authorization.

7.3.3 The Finance and Administrative Manager shall prepare the Payment Voucher (PV) based on the approved expenditure request and shall ensure and certify cash availability and completeness and accuracy of all the supporting documents required, otherwise the claimant shall be notified of its insufficiency immediately and compliance shall be required to complete the processing.

Each Payment Voucher shall be assigned a number and shall indicate the following information:

- a) Date
- b) Currency
- c) Check Number
- d) Funding Source
- e) Description (shall include but not limited to Funding Source, Activity/particulars of the disbursements)
- f) Classification (Program/Project Allocation/Code)
- g) Account Title charged
- h) Name/Signature of the Authorized Signatories (Finance & Administrative Manager and/or Country Director, Program Director)
- i) Acknowledgement of the receipt of payment (Name/Signature/Date). Deposit slip is attached to the payment voucher is acceptable.

7.3.4 The Executive Director and/or Program Director approve the Payment Voucher after thorough review of all the supporting documents.

7.3.5 The Finance and Administrative Manager shall prepare the cheque based on the approved Payment Voucher and enter the same to the accounting system. Cheques should be written when all the procedures prescribed above have been satisfactorily performed. By forwarding cheques for signature, the Finance and Administrative Manager is representing that the underlying transaction(s) is/are in accordance with the policy, is/are properly authorized and supported by proper documents.

7.3.6 The approved Payment Voucher together with the supporting documents and the cheque shall be forwarded to second cheque signatory for review and approval.

7.3.7 The Country Director shall approve the cheque for disbursement.

7.3.8 The Finance and Administrative Manager or Accounts and Administrative Assistant shall release the cheque to the payee/creditor.

7.3.9 The payee/creditor shall acknowledge the receipt of the cheque in the PV and indicate the corresponding date of the receipt of payment and attach a deposit slip/Official receipts to the payment voucher.

7.3.10 The Finance and Administrative Manager and/or Accounts and Administrative Assistant shall file the PV along with its appropriate supporting documents.

7.3.11 The Finance and Administrative Manager shall enter the transaction in the system and ensure that it is captured in the accounting system.

7.3.12 MAPEWFAC will request official receipts for all cheque payments except in a situation where it is absolutely impossible. In that case, a receipt should be drawn up the most senior finance staff and signed by the payee.

7.3.13 All payment documents shall be stamped "PAID" or otherwise voided after payment to prevent re-presentation.

7.4 CHEQUES CONTROL

7.4.1 Blank cheques shall never be signed in advance.

7.4.2 In no case shall the cheques may be written to "cash".

7.4.3 Unused cheque booklets will be kept in safe custody by the Finance and Administrative Manager. These will be issued out for use in numerical sequence. Issues will be made only when stubs of fully utilized ones have been produced.

7.4.4 A cheque will be voided when it has been found that the cheque was issued in error (e.g., wrong amount or wrong vendor). All voided cheques must be defaced and retained either on the cheque stub or with cancelled cheques.

7.4.5 Blank cheques are stored in a locked drawer.

7.4.6 Issued cheques are monitored and recorded using accounting software or Cheque register.

7.5 AUTHORISED CHEQUE SIGNATORIES

7.5.1 There shall be a list of “Authorized Cheque Signatories” supplied to all cheque signatories, the Finance and Administrative Manager and the banks. The Country Director can introduce additional senior staff into the category “A” signatory to ensure smooth operations. This list shall be updated whenever there are changes.

7.5.2 The bank shall be advised as quickly as possible whenever there are changes in Cheque signatories.

7.5.3 All cheques require a minimum of two signatories, the mandatory signatory “A” and one of the other signatory’s “B”

7.5.4 All signatories shall ensure that cheques written are supported/accompanied by the following;

- a) An approved Cheque Disbursement Voucher stating the payee and the amount payable.
- b) An invoice, debit note or receipt from the payee, and in the case of salaries by the payroll.

7.5.5 Cheque signatories shall ensure that the amounts written on cheques agree with the amount payable on the Cheque Disbursement Vouchers before appending their signature to the cheques.

7.5.6 Beneficiaries of cheques shall not approve their own Cheque disbursement Vouchers and sign cheques in their own names.

7.6 BANK STATEMENT AND RECONCILIATION

7.6.1 Bank statements shall be obtained from the banks and shall be filed accordingly. Where interim statements have been obtained, substantive ones for same period should also be obtained.

7.6.2 All bank accounts shall be reconciled with the respective statements on a monthly basis by the Financial and Administrative Officer. This should be done on or before the 10th of the following month. The Finance and Administrative Manager or Country Director will review and approve the statement.

7.6.3 All approved bank reconciliations shall be filed accordingly through soft copies (in QuickBooks) and hard copies.

8.0 CASH MANAGEMENT POLICIES AND PROCEDURES

8.1 Main Cash Procedures

8.1.1 A main **cash ledger must** be maintained in the software from which the cash balance in the safe can be ascertained at any time.

8.1.2 The cash in the safe must be counted at least once a month and agreed to the cash ledger by someone other than the person who controls the cash, *(for example, the accountant if it is the assistant accountant who keeps the safe and writes up the cash ledger, or the Country Director, if it is the accountant who controls the cash)*. When the cash is counted, a record must be kept of the actual amount in the safe, split into the denominations of notes and coins.

8.1.3 As well as routine, monthly cash counts, the *Country Director or his delegate* should perform occasional surprise cash counts, and agree the count to the cash ledger.

8.1.4 Keys to the safe must be kept by the authorized person in charge of the safe, and the spare set can be kept by the Country Director.

8.1.5 If the safe holder is going away, the cash in the safe must be counted and reconciled to the cashbook at the time of the hand over.

8.2 CASH/CHEQUE RECEIPTS POLICIES

8.2.1 All receipt books shall be in duplicate, pre-printed and pre-numbered.

8.2.2 All official receipt booklets shall be centrally kept and shall be issued only to authorized personnel for use.

8.2.3 The Finance and Administrative Manager is designated to keep and safeguard all unused official receipts booklet. All booklets should bear a pre- numbered serial number to monitor the movement of the booklets.

8.2.4 Issuance of Official Receipts booklets to designated staff must be monitored and accounted for by the Finance and Administrative Manager. The receipts thereof must be duly acknowledged, and the serial number issued, and the date issued must be indicated.

8.2.5 Only one receipt book shall be issued at a time per office and completed receipt books (duplicate) must be returned before a new one is issued. However, in special cases management may make considerations as needed.

8.2.6 Only designated staff may issue Official Receipts on behalf of MAPEWFAC as authorized by the management.

8.2.7 Official receipt shall be issued in series and must bear the following information:

- ✓ Date of receipt
- ✓ Name
- ✓ Amount in figures and words
- ✓ Description/Particulars
- ✓ Signature of the authorized personnel

8.2.8 Cash receipts should be deposited intact in the bank.

8.2.9 No petty cash payment shall be made out of the cash receipts. And no cash advances refund shall be used as payment for any expenses.

8.2.10 All Official receipts shall be accounted for and recorded by the Finance and Administrative Manager not later than the end of every week.

8.3 COLLECTION AND DEPOSITS

8.3.1 All receipts of money, cash and cheque will be issued an official receipt except for grants and contributions directly deposited to designated bank accounts, otherwise if required by the donor.

8.3.2 As much as possible, all cash receipts should be banked intact at the latest by the close of day the next banking day. In locations where banks are out of town, banking should be done once a week. Materiality of the amount involved should be taken into account in determining the frequency with which banking is done. In all circumstances, this should not exceed one week.

8.3.3 Deposit slips should be attached in the official receipts. Information pertaining to the series of official receipts involved per deposit slip should also be attached.

8.3.4 The Finance and Administrative Manager shall account, post and record all collections on the accounting software.

8.4 SPOILED AND CANCELLED OFFICIAL RECEIPTS

Spoiled and cancelled official receipts must be defaced properly. The original receipt must be attached to the duplicate copy before issuance of a new receipt.

8.5 FOREIGN CASH RECEIVING PROCEDURES

8.5.1 MAPEWFAC receives project funds from foreign donor organizations to be used to finance various projects under its jurisdiction. Funds received are normally in foreign currencies and are normally paid into the MAPEWFAC Foreign Currency Account. This procedure sets out the steps to be taken to ensure that all funds received from foreign donors are correctly recorded in the books and the disbursement of such funds properly accounted for.

8.5.2 In the computerized Accounting software, a separate **bank account ledger** must be maintained **in foreign currency for each type of foreign currency**, that MAPEWFAC opens a **bank account** for.

8.5.3 All **donor grants received in foreign** currency must be lodged in the bank account, and **debited to bank account ledger in foreign currency**, while indicating the appropriate **cedi exchange rate** on the date of receipt. The accounting software will automatically translate the amount into **cedis using the exchange rate** indicated and display the cedi equivalent on the screen.

8.5.4 All **payments or transfers to other bank accounts**, from the **foreign currency bank account ledger**, must be **credited in foreign currency** to the **foreign currency bank account ledger** and the appropriate exchange rate entered. The accounting software will automatically translate the amount into Ghana Cedis **using the exchange rate** indicated, and display the cedi equivalent on the screen.

8.5.5 Whenever MAPEWFAC is notified by the bank of receipt of funds into the foreign currency bank account, the Accountant shall make debit entries in the relevant foreign currency bank account ledgers **in foreign currency** in the computerized accounting software. He shall **enter the ruling exchange** in the software. The Accounting software will automatically multiply the exchange rate with the foreign currency to get the GH¢ equivalent for reporting.

8.8.6 The corresponding credit shall be to that Donor's fund Account in the general ledger.

8.8.7 When cash is transferred from the Foreign Currency Account to any cedi bank account to meet project or other costs the amount transferred shall be **credited both in the original foreign currency** and the cedi equivalent in the Foreign Currency **bank ledger**. The exchange rate used by the bank for the transfer shall also be entered in the **software**. The **cedi bank account will receive the corresponding debit entries**.

8.8.8 At the end of the year, **Exchange differences** on the foreign currency transactions shall be **automatically computed by the software on every foreign currency bank account and** debited or credited to the foreign **currency bank account** in the general ledger depending on whether they

are exchange gains or losses. The corresponding entries shall be made in the Exchange Difference Account by the accountant by following the instructions in the manual to the software.

8.8.9 At the end of every month the Finance and Administrative Manager shall reconcile the foreign currency Cash Book balances with the statement from the bank. Any differences between the balances must be promptly investigated and the necessary entries made in the books.

8.6 PETTY CASH MANAGEMENT

8.6.1 GENERAL POLICIES

8.6.1.1 All payments made out of petty cash must be made in accordance with the policies governing the petty cash use mainly to cater for emergencies and petty expenses. It represents the specified amount of cash set aside to facilitate disbursements for relatively minor transactions and small expenditures generally that should be made in cash.

8.6.1.2 The Executive Director is responsible for determining the necessity for establishing petty cash funds, controlling the petty cash funds outstanding, and maintaining petty cash funds at the minimum balances required for the purpose intended.

8.6.1.3 MAPEWFAC will set its petty cash fund at various amounts by office depending upon on its needs. Limits will be set from time to time.

8.6.1.4 A Petty Cash Custodian shall be appointed who shall have access to the fund. The fund must have adequate safeguards relative to the size of the fund. In general, the fund shall be maintained in a locked box or cabinet with access limited to one person.

8.6.1.5 All petty cash payment made by MAPEWFAC must be in respect of properly authorized expenses made for the purpose of the work MAPEWFAC Petty cash will be made for reimbursement of claims and to a limited extent, third party bills that fall within the threshold.

8.6.1.6 In no case shall a payment be made for a single transaction using the both the petty cash and the cheque.

8.6.1.7 Replenishment of the fund shall be made using the appropriate forms once the petty cash expenses reach a minimum level which 80% of the total fund. It shall be made payable to the Petty Cash Custodian.

8.6.1.8 All petty cash replenishments will be made from the bank account by drawing cheques the amount of which shall not exceed total disbursements made.

8.6.1.9 Periodic cash counts must be made in addition to the occasional surprise cash count by the Executive Director or its designated alternate. For record purposes the Cash Count Sheet shall be completed and signed as appropriate.

8.6.2 PETTY CASH DISBURSEMENTS PROCEDURES

8.6.2.1 Staff requesting payment out of petty cash shall complete a Petty Cash Voucher (PCV) and attach the required supporting documents (bills, receipts, Invoices, Expense Claim Form, internal memo, etc). Refer to 8.6.1 General Policies for the required documents.

8.6.2.2 Submit the completed PCV along with its supporting documents to the Finance and Administrative Manager for review.

Date and the authorized signatory must be indicated in the PCV. Approval must be made within five (5) days upon the receipt of completed PCV, otherwise the claimant shall be notified of its insufficiency and shall be requested compliance before processing shall resume.

8.6.2.3 Payment to third parties through petty cash will be approved by the Executive Director.

8.6.2.4 The Petty Cash Custodian shall pay the payee/creditor based on the approved PCV.

8.6.2.5 The payee/creditor shall acknowledge the receipt of the cash in the PCV and indicate the corresponding date of the receipt of payment.

8.6.2.6 Official receipts shall be obtained for all petty cash payment except where it is a staff personal claim for which the staff member has signed as having received the cash.

8.6.2.7 The Petty Cash Custodian shall file the PCVs accordingly and shall submit the same to the Finance and Administrative Manager with all the records and documents upon request for replenishment is made.

8.6.3 PETTY CASH REPLENISHMENT PROCEDURE

8.6.3.1 The petty cash fund shall be reimbursed, at least twice a month, by processing a payment voucher form. Refer to the procedure indicated at 8.6.2 Check Disbursement Procedures.

8.6.3.2 Replenishment of the fund is accomplished by processing a direct claim payment voucher and supported by required documentation:

- ✓ Petty Cash Vouchers
- ✓ Petty Cash Summary Report

8.6.3.3 The Petty Cash Summary should contain the summary of all the payments made out of the petty cash. The summary shall be attached to the petty cash replenishment request. The replenishment should be for an amount equal to the payments made so that at any one time the petty cash does not exceed the maximum allowable amount.

8.6.3.4 Any claims which cannot be substantiated should not be allowed as a charge in the accounts, and any such sums should be recovered from the Petty Cash Custodian.

8.6.3.5 The Finance and Administrative Manager shall ensure accuracy and completeness of all supporting documents of all transactions and records required before processing the petty cash replenishment request.

8.6.3.6 No imprest may be advanced to an employee where a previous imprest is still outstanding unless very necessary and must be approved by the Country.

8.6.3.7 The replenishment shall follow 7.3 Cheque Disbursement Procedures.

8.7 EXPENSE CLAIMS OF STAFF

8.7.1 GENERAL POLICIES

8.7.1.1 Staffs expense claim must be reviewed by the Programs Manager and/or approved by Executive Director. Where this is not practical, as is usually the case for staff travelling out of their duty stations, the Country Director will authorize the expense claim.

8.7.1.2 Claims shall only be for expenses incurred on behalf of the organization during official business and must be in accordance with the policy. Examples of such expenses include, but not limited to, fuel expenses, travel and transport cost on official trips, hotel expenses on official trips and other expenses incurred by the employee for which MAPEWFAC is not paying directly to the supplier of the service.

8.7.2 CLAIMS PROCEDURES

8.7.2.1 An expense claim form must be completed with the details of the claim made. All receipts and supporting documents must be attached to the form. In exceptional circumstances for items purchased on local markets, certificates of honour may be completed and submitted in lieu of receipts.

8.7.2.2 The completed form shall be authorised in line with existing authorization levels. Specifically, where the amount can be paid out of petty cash, the Program Manager can authorize it and shall follow the procedure in 8.6.2 Petty Cash Disbursement Procedure. Where the total amount exceeds petty

cash level, the normal authorization procedures will apply following the procedures in 7.3 Cheque Disbursement Procedure.

8.7.2.3 The completed and approved claim form will be processed by the Finance and Administrative Manager or the Petty Cash Custodian following the procedures stated above.

8.7.2.4 Travel related claims shall follow the policies as approved by the Country Director.

9.0 ADVANCES

9.1 GENERAL POLICIES

9.1.1 Advances refer to all sums, which are disbursed to officers and employees with which to meet anticipated official expenses, the exact amounts of which are not yet known. Advances can be made in cases of travel in the conduct of official business, conduct of duly approved activities and in cases where management may deem appropriate.

9.1.2 All advances must be liquidated and accounted for afterwards through production of receipts/certificates for sums paid, and the retirement of any balances and completing the Liquidation Report Form.

9.1.3 Advances are short term and must be liquidated and accounted for promptly within a week from the last day of the activity or from the date of arrival in case of travel related advances.

9.1.4 In no case shall a staff be allowed an advance relating to the conduct of official business with still an outstanding advance on record.

9.1.5 A staff may be allowed to advance 40% of his monthly salary/allowance on special cases as deemed acceptable by the Executive Director based on the sound and objective judgement and availability of funds.

9.1.6 Depending on the activity involved the position as well, cash advances are at the discretion of the Executive Director.

9.2 ADVANCE PROCEDURE

9.2.1 Advances maybe paid through petty cash or through cheque disbursement depending upon the amount, nature of the transaction and circumstance.

9.2.2 In no case shall the advance be paid both through petty cash and cheque based on a single transaction.

9.2.3 Refer and follow the procedures specified under 8.6.2 Petty Cash Disbursement Procedure. Where the total amount exceeds petty cash level, the normal authorization procedures will apply following the procedures in 7.3 Cheque Disbursement Procedure.

10. PROCUREMENT OF GOODS AND SERVICES PROCEDURES

10.1 Any requisition of goods and services must be in written through a memorandum and approved by the Country Director except in cases of payment of utilities.

10.2 Regular office supplies shall be procured on a quarterly basis. Inventory of office supplies and materials shall be considered when request shall be made by the concerned personnel.

10.3 All office supplies and material shall be recorded in the Supplies and Materials Inventory Register by Financial and Administrative Manager upon receipt based on the Invoice/Receipt of the supplier. Any subsequent purchase or issuance must be monitored and recorded in the card.

10.4 Any expenditure amounting to GHS 20,001 or more for the purchase of a single item or provision for contract of services shall comply with the Procurement Manual.

10.5 Procurement of fixed asset shall be done with reasonable diligence to comparatively shop for available sources. Any purchase made by a Board member on behalf of the MAPEWFAC will require prior approval by the Executive Director.

10.6 Refer and follow the procedures specified under 8.6.2 Petty Cash Disbursement Procedure. Where the total amount exceeds petty cash level, the normal authorization procedures will apply following the procedures in 7.3 Cheque Disbursement Procedure.

10.7 Physical count of all office supplies and materials shall be conducted at year-end and the Report of Physical Count of Inventories shall be written and filed.

10.8 If pre-printed stationery such as order forms is used then they must be kept in a secure place, and only issued and signed by an authorized person.

10.9 Payments for any goods or services must only be made on an original invoice, after checking the receipt of goods, the adding of the invoice, and appropriate authorization. In the case of cash purchases, this verification must be done at the supplier's premises before payment.

10.10 Advance payments must be kept to a minimum and must not be made to suppliers without approval from the Country Director.

10.11 Payment should not be made unless all discrepancies relating to a particular order or invoice have been satisfactorily resolved. A procurement schedule should be maintained to show the state of each order that is currently alive.

10.12 Materials will be ordered when stocks/goods are at their re-order level or when stocks are quite low. The Storekeeper will complete a local purchase order (LPO) on the advice of the Executive Director.

10.13 The LPO will then be passed to the Finance and Administrative Manager for review alongside the budget before submission to the Country Director for approval.

There shall be three copies of the LPO.

- ✓ The 1st copy is sent to the supplier
- ✓ The 2nd copy is sent to the Finance and Administrative Manager for reference
- ✓ The 3rd copy is retained in the book by the storekeeper

10.14 Payment shall be made by cheque directly to the supplier after the following conditions are met;

- ❖ receipt of the goods by the stores department
- ❖ receipt of a Goods Received Note (GRN) by Accounts Department from the storekeeper.
- ❖ receipt of invoice from supplier
 - DR Purchases Account
 - CR Bank Account

11.0 FIXED ASSETS

11.1 GENERAL POLICIES

11.1.1. Fixed assets represent items of value that the organization owns or controls. To be considered for capitalization and thus subject to depreciation, an asset must fulfil the following criteria:

- ✓ The asset must be acquired (purchased, contracted or donated) for use in operations.
- ✓ The asset must cost GHS 2,000 or more (cost includes any incidental expenses of acquisition).
- ✓ Assets costing under GHS 2,000 are excluded and are not recorded in the Fixed Asset Register (Form 007) except in certain cases. The Finance Office should also consider the nature, relevance and usage of the property for capitalization.
- ✓ This threshold is the International Financial Policies and Procedures Manual (IFPPM) standard. The continuous weakening of the cedi against the pound entails that a lot of items such as personal computers, air conditioners, office cabinets among others, which by their

nature, qualify as fixed assets will be excluded from the list by this requirement. To address this, the Financial and Administrative Manager will revise this threshold downwards from time to time.

11.1.2 All Fixed Assets will be classified into the following categories:

- ❖ Free Hold Property
- ❖ Motor Vehicles
- ❖ Office Equipment
- ❖ IT Equipment
- ❖ Furniture and Fixtures
- ❖ Other Equipment

11.1.3 Depreciation is calculated using a straight-line method on an annual basis following the recovery periods and Rates indicated below:

FIXED ASSET	RATE OF DEPRECIATION	RECOVERY PERIOD
Land	0	0

Building	2%	50 Years
Computers and Accessories	25%	4 Years
Office Equipment	10%	10 Years
Motor Vehicles	20%	5 Years
Furniture and Fitting	20%	5 Years
Plant and Equipment	20%	5 Years

11.1.4 Full depreciation charged in the year of acquisition and nil in the year of disposal.

11.2 RECORDING OF FIXED ASSETS

11.2.1 Fixed assets, the cost and accumulated depreciation, shall be recorded. Any additions, disposals shall be considered in the Fixed Asset Register and must be reconciled with the general ledger for asset cost and accumulated depreciation.

11.2.2 Fixed assets are stated at cost plus shipping and training, if applicable. Donated property and equipment are stated at the fair market value at the date of donation.

11.2.3 The Fixed Asset Register and non-inventory book shall include the following details:

FIXED ASSET REGISTER	ASSET INVENTORY
Acquisition Date	Acquisition Date
Particulars	Particulars
Description (includes detail description, Serial Number and specs)	Description (includes detail description, Serial Number and specs)
Property Number	Property Number
Mode of Acquisition	Mode of Acquisition
Location	Location
Responsible Official	Responsible Official
PV Number/Cheque Number	PV Number/Cheque Number
Acquisition Cost	Acquisition Cost
Estimated Useful Life	Estimated Useful Life
Cost (Beginning, Addition, Disposal, Ending)	Cost (Beginning, Addition, Disposal, Ending)
Accumulated Depreciation (Beginning, Depreciation, Disposal, Ending)	Accumulated Depreciation (Beginning, Depreciation, Disposal, Ending)
Book Value	Remarks
Remarks	

11.2.4 Assets that are acquired less than GHS 2,000.00 shall recorded under the Asset Inventory Book and shall be accounted and monitored periodically except in cases indicated in 11.1.1.

11.2.5 A physical count shall be done at the end of the year for both the fixed asset and the inventory to account for its existence and ensure the accuracy and reliability of the data using the Report of Physical Count of Fixed Assets and Report of Physical Count of Inventories respectively.

11.2.6 The Financial and Administrative Manager shall assign a Property Number to all fixed assets whether capitalized or recorded as inventory. The Property Number will follow this format: MAPEWFAC Category/type/Number (AG/OE/GT/01)

PARTICULARS	CODE	DESCRIPTION
Classification	FA	Fixed Asset
	FAI	Fixed Asset Inventory
Category	A	Free Hold Property
	MV	Motor Vehicles

	OE	Office Equipment
	FF	Furniture and Fixtures
	CA	Computers and Accessories
	F	Other Equipment
Location	TM	Tamale
	WA	Wa
	LW	Lawra
	NN	Nandom
Property Number	000	

This Property Number will be used to track and identify the fixed asset. Both the Fixed Asset Register and Asset Inventory Book shall bear the Property Number.

11.2.7 Prior to release of all fixed assets to its users, the Financial and Administrative Manager shall tag the fixed asset for tracking and identification purposes.

11.2.8 The Financial and Administrative Manager shall prepare the Acknowledgement Receipt of Fixed Asset Form for the recipient of the fixed asset to acknowledge before the release of the item.

11.2.9 Comprehensive insurance cover shall be taken for all motor vehicles.

11.2.10 A Property Removal Form shall be required for the removal of the MAPEWFAC property, supplies, and/or equipment from the MAPEWFAC premises for third parties.

11.3 RECORDING OF FULLY DEPRECIATED FIXED ASSETS

11.3.1 Fully depreciated assets must remain on the property records with the related accumulated depreciation as long as the property is still in use.

11.3.2 For fully depreciated assets, the MAPEWFAC shall charge a reasonable use allowance. The use allowance for equipment will be computed at an annual rate not exceeding six and two-thirds percent of acquisition cost.

11.4 ACQUISITION OF FIXED ASSETS.

11.4.1 A budget should be prepared at the beginning of the financial year indicating the assets required.

11.4.2 The budget should be submitted to the Board for approval.

11.4.3 The budget is then submitted to the donor(s) for funding or internal fund use to acquire the assets. If donor funds have already been received for that, the budget must be in agreement with the funding proposal submitted to donors.

11.4.4 The Finance and Administrative Manager, through the procurement committee is responsible for acquiring fixed assets for MAPEWFAC upon approval from the Board.

11.4.5 The Executive Director must use the procurement committee/management team to acquire the fixed assets. (If there is no procurement committee at the inception of this manual, Management should consider setting up one.)

11.4.6 Fixed assets purchased should be charged to the appropriate donor funds for the purpose of Donor Reporting and capitalized at the end of the financial year for the purpose of standard financial reporting.

11.4.7 The Finance and Administrative Manager should update the fixed asset register with all new assets acquired during the financial year.

11.4.8 The new assets should be added to insurance policy for the class of assets acquired and the premium paid.

Mechanism of Book Keeping

On receipt of Donor funds

Debit Bank Account

Credit Donor Funds (Grant) with total amount received.

(a) On acquisition of Fixed Asset

Debit Fixed Asset

Credit Bank Account Debit Donor Funds (Liability)

Credit Fixed Assets Capital Grant (Capital) {Deferred Income}

to transfer to capital, the portion of donor funds used to buy the asset.

11.5 SALE AND DISPOSAL OF FIXED ASSETS

11.5.1 If a piece of equipment or any fixed asset is identified by the MAPEWFAC as being obsolete, damaged beyond repair, completely depleted/used, or junk, the MAPEWFAC may opt to dispose the asset through sale or donation.

11.5.2 As part of year end physical count, the Finance and Administrative Manager shall recommend the fixed assets it intends to dispose of. The submission will indicate the condition of the assets and the proposed method of disposal.

11.5.3 The Executive Director will review the submissions and recommend its approval to the Board Chairman.

11.5.4 Where motor vehicles/bikes are involved, the Special Committee (The Chairman, Executive Director and the Finance and Administrative Manager) will arrange for a valuation by an independent appraiser. Where sale by public auction is considered, the Special Committee will identify and list a pool of auctioneers whose services will be used in the disposal process. The Country Director will contract an auctioneer from the pool for the purpose of the disposal. The agreement will specify the conditions under which the auction will be carried out.

11.5.5 The sale proceeds shall be payable to the MAPEWFAC. The proceeds will be credited to the income from disposal of assets. Finance and Administrative Manager will pass appropriate entries to remove the assets sold from the Fixed Assets Register (FAR)/Fixed Asset Inventory at year end.

Book keeping Mechanism on Disposal

The following entries should be made in the general ledger.

- a) Debit Asset Disposal Account
- b) Credit Fixed Asset Account

With original cost of asset being disposed off.

- a) Debit Accumulated Depreciation
- b) Credit Asset Disposal Account

With accumulated depreciation of asset disposed off.

- a) Debit Debtor (Purchaser)
- b) Credit Asset Disposal Account

With proceeds of disposal.

- a) DR Bank Account
- b) CR Asset Disposal Account

With Cash receive from disposal

- a) Debit Asset Disposal Account
- b) Credit Profit & Loss Account

With profit on sale of asset.

12.0 DONATED FIXED ASSETS AND SERVICES

12.1.1 Donated fixed assets and materials shall be reflected in the Financial Statements at their estimated values measured on the date of receipt and shall be included in the Fixed Asset Register or Inventory, where applicable.

12.1.2 Volunteers donate time to the MAPEWFAC program services on an on-going basis. Other volunteers contribute time and services for Administrative or fundraising activities. Such contributed services are generally not reflected in the MAPEWFAC financial statements, since there is no objective way of assessing their value.

13.0 LEASES AND OTHER CONTRACTUAL AGREEMENTS

13.1 The MAPEWFAC may conduct a major part of its operations from leased facilities. Leases and other contractual agreements are negotiated by the Executive Director and executed with the approval of the Board Chairman.

13.2 The Board Chairman and the Executive Director are authorized to develop and enter into contractual agreements with vendors, consultants, bankers, and third parties for the purpose of ensuring the MAPEWFAC general operations. The Finance and Administrative Manager shall review such agreements and make recommendations when necessary.

14.0 INSURANCE OF FIXED ASSETS

14.1 It is advisable that all new vehicles used for less than two years should be insured at comprehensive value basis (when the Project can afford). Otherwise, they should be insured on third party basis.

14.2 Additional cover for fire and theft must be considered if appropriate, bearing in mind the likelihood of pay out in the event of a claim.

14.3 A decision as to whether or not to insure other assets must be taken by the Country Director in conjunction with the Board of Directors.

14.4 If property is stolen a police report must be obtained.

15.0 THE USE OF VEHICLES (Vehicle and motorbikes use policy should be fully complied)

15.1 VEHICLES REPAIRS PROCEDURE

15.1.1 MAPEWFAC should maintain an agreement with a specific workshop for the repairs of MAPEWFAC vehicles.

15.1.2 For normal services or specific repairs, the driver informs the IT and logistics Officer that the vehicle is due for service/needs to be repaired by completing vehicle service or repairs form.

15.1.3 The completed vehicle service/repairs form is sent to the Finance and Administrative Manager to recommend for approval. Details of any job to be done on the vehicle must be stated on the form.

15.1.4 The form is approved by the Country Director or appropriate official nominated for that purpose.

15.1.5 The driver presents the vehicle with the form to the workshop. If it is a normal service or a minor repair the workshop will carry out the service/repairs and submit a bill to MAPEWFAC for payment.

15.1.6 MAPEWFAC will review the bill and effect payment.

15.1.7 If it is a major repair work MAPEWFAC will usually request a cost estimate of the job before final approval will be given for the job to be carried out.

16.0 PAYROLL AND PERSONNEL

16.1 Payment of salaries

16.1.1 The Conditions of Service handbook of MAPEWFAC regulates the appointment and termination of staff. The ultimate authority to appoint or terminate a member of staff rests with the Board of Directors, upon recommendation from the Executive Director. The authority is however delegated to the Country Director who represents the Board. The Executive Director is also mandated by the Board to sign the appointment or termination letters of employees. Any other signatory appearing on temporary or other forms of appointment is unacceptable for payroll or payment purposes, unless the Board has specifically delegated this authority in writing.

16.1.2 Appointment letters should contain a clause that requires acceptance in writing of the terms and conditions of the appointment by the employee. The new employee's name cannot be entered on the payroll by the Accounts Department until the terms of this clause have been met. Appointment letters of all employees should be copied to the accounts department. Accounts Department should prepare payroll on a monthly basis. The base document is the Accepted Letter of Appointment which shows the basic salary and other allowances applicable to each employee. Annual increments, merit awards and promotions are usually considered by the Country Director on the anniversary of the employee. Accounts Department will receive copies of these letters which serve as the authority for adjustment on the payroll.

16.1.3 An employee PERSONAL file shall be opened for every employee.

16.1.4 The PERONAL FILE shall contain personal details of the employee among which shall be:

- ❖ Employee's Name
- ❖ Date of birth
- ❖ Contact Information
- ❖ Names of Dependants
- ❖ Date of employment
- ❖ Employee's salary
- ❖ Employee's terms and conditions of employment.

16.1.5 The PERONAL FILES shall be marked "Strictly Confidential" and shall be kept under lock and key with the Finance and Administrative Manager.

16.1.6 As a general rule, salaries should be paid on the last working day of the month. However, according to local custom, salaries can be paid any time after the 15th of the month. Net salaries should be made by cheque or transfer letter. If salaries are paid by cash they must only be handed to the employee him/herself, and must be counted and signed for at the time. If employees are given cashable cheques to take to the bank to cash, then a letter will be sent to the bank listing the employees, amounts to be paid and an ID number or other form of identification to ensure that the correct amounts are paid to the correct people.

16.1.7 Whenever there is a change in an employee's salary he/she shall accordingly be advised and a copy of the letter or mail be sent to the Finance and Administrative Manager to update the payroll.

16.1.8 The payroll shall be prepared using the exact salary in the engagement letter and making the necessary statutory deductions. Where the employee has taken a salary advance or loan this shall be deducted in accordance with the terms of the advance or loan.

16.1.9 On the completion of the payroll the Finance and Administrative shall submit it to the Executive Director who shall review it and append his signature as evidence of his review and approval.

16.1.10 The approved payroll shall be sent to the Finance and Administrative Manager who shall raise Cheque Disbursement Vouchers and write cheques or bank transfers to cover the exact amount payable to the employees.

16.1.11 Employees must be given a pay-slip showing salary calculation and deductions, and a sheet must be kept for all employees, showing all the salary calculations. The pay records must be approved by the Country Director. Any overtime or bonus payments must also be properly approved before they are paid. Records must be kept on holiday and sick leave taken and any benefits paid.

16.1.12 Tax and other deductions as required by the Ghanaian law must be deducted from salaries and paid over to the appropriate authorities not later than the 15th of the following month. Any correspondence with the tax authorities must be retained on file.

16.1.13 Apart from statutory deductions, no deductions shall be made from an employee's salary unless it is expressly authorized by him/her or where the employee owes MAPEWFAC, the Country Director shall authorize such deductions.

16.1.14 On completion of the payroll and after payment of the salaries the Finance and Administrative Manager shall raise a journal to make the necessary entries in the general ledger in the software as follows;

- ✓ DR Wages and Salaries - with the total Basic Salaries on Payroll
- ✓ DR Employer's Contribution to Social Security – with the % contribution

- ✓ CR Net Salaries

- ✓ CR Income Tax Creditors

- ✓ CR Social Security Creditors – with % contribution

- ✓ CR Any other Deduction on the Payroll

Give a narration

The total debits must equal the total credits When Salaries and taxes are paid

- ✓ DR Net Salaries
- ✓ DR Income Tax Creditors
- ✓ DR Social Security Creditors
- ✓ CR Bank Account

Give a narration

The Other deductions from payroll are either credited to staff loans, advances, and TUC among others.

16.2 Loans and Advances to Staff

16.2.1 Loans and advances given to staff must be recovered in full within the agreed period. The loans must be properly approved by the Country Director. Loans to the Country Director must be approved by the Board Chairman.

- ✓ DR Staff concern
- ✓ CR Bank Account

Give a narration.

When staff pays loan or advance from payroll or cash.

Other deductions which were credits in the payroll are used to credit staff account involve.

If payment is by Cash

- ✓ DR Cash
- ✓ CR Staff Account concern

Give a narration.

16.3 Staff Loans Policies

16.3.1 No staff can take up a loan exceeding 40% monthly deductions from his/her salary.

16.3.2 All loans must be repaid within 12 months.

16.3.3 Interest may be charged. This would certainly apply to loans that take more than 6 months in repayment.

16.3.4 Staffs are not permitted to take up loans when they already have outstanding debts. This includes debts to third parties.

16.3.5 Staff must declare any outstanding debts when requesting for loans or sign a statement to the effect that they have no outstanding debts to third parties.

16.3.6 The approving authority is not obliged to give reasons for refusing to approve loan request.

16.4 STAFF Per diems

If staff are required to travel away from the normal office there should be a set scale of allowances, or recommended accommodation, which can be used. Details must be given in a memorandum by the Country Director, and allowances should cover an appropriate standard of accommodation. Staffs that travel outside their places of work on official duties and are entitled to Per diems are to fill a Per Diem Claim form for their claims.

- ✓ DR Travelling and Transport
- ✓ CR Staff Account (Involve)

Give a narration.

OR

- ✓ DR Travelling and Transport
- ✓ CR Cash

Give a narration.

16.5 STAFF Provident Fund

16.5.1 The existing laws of Ghana allow Organizations/Companies to set up and request employees and employer to contribute to a provident fund or superannuating scheme. MAPEWFAC's Board of Directors may choose to do that or not.

16.5.2 A separate bank account must be used to hold the provident fund or separate records of the fund must be kept.

- ✓ DR Provident Fund Expense
- ✓ CR Project Bank Account

with total amount of deductions and contributions in the payroll paid out by cheque

1. The following entries shall be made outside the books of MAPEWFAC (but in the books for provident fund)

- ✓ DR Provident Bank Account
- ✓ CR Each Staff Accounts Involve With his/her share of the provident fund.

16.6 Temporary Employees

16.6.1 Temporary employees are appointed and terminated in writing by the Executive Director or his nominated official. Appointments should be of a specified duration but can be terminated

prior to the expiry of the specified period. Letter of appointment must be issued prior to the temporary employee taking up his/her appointment. Retrospective letters of appointment are not accepted.

16.6.2 Evidence of work (time sheets/attendance records) must be prepared by the Sectional Head (if any) controlling temporary employees and these must be submitted to the Accounts Department at the end of the month. The evidence of work' is checked to the appointment letters and any period of employment beyond that stated in the appointment letter is rejected. PAYE tax and Social Security will be deducted where applicable on a temporary payroll. Payment is effected from the bank in accordance with the same procedure as permanent employees.

16.6.3 Temporal employment shall not exceed six months continually. If a temporal employee works for the Organization for six months continually his/her appointment must be made permanent in accordance with the Labour Law of 2003 Act 651.

17.0 BUDGETING

17.1 ANNUAL BUDGET

The Finance and Administrative Manager shall prepare every November or as may be required by HQ of the current year an operating budget for the following year and present it to the management for their review and approval. The budget will include a discussion and presentation of MAPEWFAC internal operations, as well as the programmatic budgets and plans for the coming year.

17.2 PROJECT BUDGETS

The Program Managers shall prepare at the beginning of a new project (and for each subsequent year) a budget of annual and planned expenditures. On a quarterly basis during the project year, the Financial and Administrative Manager will track planned versus actual expenditures.

17.3 ALLOCATION OF OPERATING OVERHEAD COSTS

Allocation of operating overhead costs will be based on the number of staff assigned to the project with consideration on the availability of the donor's budget. All payments shall be duly supported with appropriate supporting documents and shall follow the prescribed disbursement procedure as indicated in the policy.

18.0 CONFIDENTIALITY AND RECORDS SECURITY

18.1 Financial records are restricted materials with limited access. Only the Financial and Administrative Manager, Auditors, Regulatory authorities and members of the Executive Board shall have access to the MAPEWFAC financial records. These records shall not in any case be removed from the office premises.

18.2 The accounting system and all its records established is the property of MAPEWFAC. All staff and management are bound by confidentiality. However, software extracts (in pdf or excel form) can be provided to donors specific to the project as required in compliance donor requirements. However, upon approval of the management request of appropriate regulatory authorities in compliance to the laws of Ghana shall be considered.

18.3 A softcopy back-up file shall be maintained by the Financial and Administrative Manager in a separate and secured location at all times.

19.0 DOCUMENT RETENTION

Financial documents are retained for a period of time in keeping in accordance with statutory requirements and the accounting standards:

FINANCIAL DOCUMENTS	NUMBER OF YEARS
Accounts Payable Records	5
Accounts Receivable Records	5
Audit Reports	P
Bank Statements and Reconciliation	3
Budgets	3
Cancelled Checks	7
Cash Receipts and Disbursements Books	P
Check Booklets (Used)	5
Check Register	P
Contracts (After Expirations)	7
Deposit Slips (Duplicates)	2
Financial Statements	P
Fixed Asset Records	P
Inventory Records	P
General Ledgers	P
Official Receipts	P
Payment Vouchers	P
Payroll Records	5
Schedule of Annual Dues and Levies	P

P - Permanently

20.0 APPORTIONING SHARED OVERHEADS.

20.1 Allocate direct programme cost (overheads) to specific programmes.

20.2 Budget for overheads under each donor programme to absorbed shared overheads cost like Secretariat staff salaries, rent and utilities among others.

20.3 On annual basis, the Finance and Administrative Manager should determine a budget for MAPEWFAC's overheads (cost of common pool of resources used by all programmes) before the beginning of the financial year.

20.4 He/She should determine the usage of these common resources (overheads) by the various programmes as far as possible.

20.5 He/She should determine the overheads apportionment rate/charge out rates for each type of overheads on some scientific basis e.g. direct cost of each programme (budgeted or actual), number of employees for each programme, space occupied by each programme, etc.

20.6 The budgeted overheads should be apportioned to the various programmes based on the determined **absorption rates**. It is these **allocated budgeted overheads** that are included in each **programme's budget and agreed with the donor**.

20.7 The Finance and Administrative Manager should record in the General Ledger the **actual expenditure** on each overhead, e.g. rent, fuel, and apportion the actual expenditure to the programmes using the **determined absorption rates**.

20.8 At the time of reporting, the difference between the budgeted and the actual overheads becomes a savings or a loss to MAPEWFAC depending on whether or not the actual overheads exceed the budgeted.

APPENDICES

APPENDIX A.: MONTHLY REPORTING

Introduction

The purpose of this section is to facilitate the production of relevant and accurate reports at the end of every month. The Finance and Administrative Manager shall ensure that all bank and cash ledger accounts in the **software** are balanced at the end of every month. The Finance and Administrative Manager shall ensure that all bank balances in the general ledger are reconciled to statements from the banks. He shall investigate and clear all reconciling items.

The Finance and Administrative Manager shall prepare the following monthly reports in addition to any other reports that may be requested by the Executive Director.

- ❖ Balance Sheet (with supporting schedules/breakdowns of balances)
- ❖ Income & Expenditure Account
- ❖ Bank Reconciliation statements
- ❖ Micro Credits Receivables
- ❖ Staff Debtors Report
- ❖ Donors Accounts balances.

The Finance and Administrative Manager shall ensure that these reports are circulated to the Executive Director and all the sectional heads (for projects specific balances only).

APPENDIX 1: FLOAT REGISTER

APPENDIX 2: FLOAT REQUEST FORM

APPENDIX 1..FLOAT REGISTER

A foolscap note book could be bought and ruled with the following headings below

Date Float taken	Staff's		Purpose of Float	P V #	Float Amount	Amount Retired	Change	Date Retired	Retirement Form #	Remarks
	Name	Sign.			GH¢	GH¢	GH¢			

APPENDIX 2 : FLOAT REQUEST FORM

Date: Form #
 Staff's Name..... Position #.....

#	Item Description	Qty	Estimated Unit Cost	Estimated Total Cost
			GH¢	GH¢
Total amount requested				

Amount in words.....Ghana cedis
 Reason for the Float:.....
 Signature of Person Requesting the Float

Reviewed by program manager

Approved by Country Director

.....
 Signature

.....
 Signature

Name:.....

Name:.....

Date:.....20.....

Date:.....20.....