



ACCOUNTING AND FINANCIAL PROCEDURE MANUAL

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I - GENERAL

1. Financial Resources

AJESH'S sources of finance

AJESH has four main sources of finance

- Members contributions, Aids, etc;
- Sale of AJESH's publications;
- Contracts of services rendered to other organizations or individuals;
- Funds received from donors.

2 Projects Financing

Projects are prepared according to the field of work and conditions, and are financed by donors.

3. Annual Budget

An annual budget is prepared by the executive Committee and is approved by the General Assembly.

4. Accounting System

Since 1st of January 2001, the OHADA Accounting system is mandatory for all entities (even non-profit organization) established in the OHADA Region.

AJESH must implement the OHADA Accounting system for the accounts of the office.

The financial are maintained for AJESH office and the projects (subsidiary ledgers/ soft copies in computer)

II- ACCOUNT

1- General

Introduction

This chapter deals with the general rules and policies relating to accounts.

Control and Administration Policies

- a. A record will be maintained for each account to reflect all movement and daily balances
- b. Account transactions will be recorded in as much as detail as local accounting rules and donors require.
- c. Unique account identification (e.g. account number) will be assigned to every account.
- d. The local accounting policy must be referred to for a complete and current description of accounting policies.

2 - Accounts Receivables

Introduction

This section deals with receivable accounts, which reflect miscellaneous items expended by AJESH that are reimbursable by a third party and other reimbursable charges or advances made on behalf of third parties.

Control and Administration Policies

Delegated records will be maintained for each individual outstanding item.

Verifications and Proofs

Independent Verifications and Proofs

An aging report of all outstanding will be prepared each month and reviewed by the Account Clerk or Administrative and Finance Officer or a senior employee (independent of persons initiating or authorizing entries) for regularity, adequacy of follow-up, correctness of billing, record keeping, etc.. Once a year, the Executive President (CEO) will review the items outstanding for the purpose of liquidating as many as possible.

3 - BANK ACCOUNTS

Introduction

- a. This section addresses the matching, investigation, and reconciliation of entries passed over the bank accounts.
- b. Banks accounts are accounts maintained by AJESH with banks or financial institutions.

Control and Administration Policies

Reconciliation

- i. As frequently as deemed necessary, but not less than monthly, a bank reconciliation statement will be prepared for each bank account, and will include the bank account balance, the related statement balance and a listing of all outstanding items.
- ii. All outstanding items or differences within time should be investigated by the management as far as is practicable; if these differences are found irreconcilable, the Executive President (CEO) may authorize liquidation through appropriate entries. However, the items in question will be amply identified and correctness step taken to prevent recurring differences.
- iii. Bank reconciliation will be performed by an employee(s) not involved in originating, responding to, or authorizing transactions.
- iv. The Account Clerk or Administrative and Finance Officer will review all bank reconciliation statements to evaluate the progress of eliminating outstanding items, and to ensure tracers are sent on a timely basis.

Verifications and Proofs

a) Independent Verifications and Proofs

Annually, a bank reconciliation statement for each bank account maintained will be checked by a clerk independent of Reconciliation Clerk duties and a report issued to the Executive President (CEO) on the status of outstanding items.

b) Management of Bank Accounts

Opening and closing bank accounts

The Executive President (CEO) and the Board Chair are the only persons authorized to open and close AJESH's bank accounts.

When opening a bank account, the following measures must be taken:

- the bank should be informed that monthly statement as well as debit and credit notes have to be provided to AJESH and
- cheques and funds transfer documentation should be assigned by at least two persons

In any case, AJESH funds must not be deposited in a personal bank account, and any funds not belonging to AJESH must not be deposited in AJESH bank accounts.

Designation and attributions of persons allowed to sign.

The Executive President (CEO) designates the members of the Executive Committee authorized to sign orders to AJESH's bank accounts;

Normally, all bank order issued by AJESH must be signed by two authorized persons.

It is the responsibility of signatories to verify cheques and funds transfer documentation, and to ensure that proper vouchers exist to support payment.

Types of bank accounts

Only current bank accounts must be opened. It is preferable that separate bank accounts be opened for important projects and for the head office activities.

Other type of accounts can be opened in case of special local conditions.

Use of bank accounts

General

A cash book must be kept for each bank account, and bank reconciliation must be performed monthly per bank account.

Disbursements must be recorded in the cash book on a day to day basis.

Cheques

The bank must provide numbered cheques.

Beneficiaries

Cheques must be issued to order of the person designated as being the supplier or the beneficiary of the payment, as per the vouchers, except if a "procuration" is issued by the beneficiary to another person.

Controls

A cheque register must be kept to record cheques issued and received by AJESH, and to control the inventory of cheques.

Bank transfers

This means of payment can be used when the local bank system can ensure effective and efficient transfer of funds. Procedures applicable for payments by cheques must be applied for bank transfers.

Bank statements

Appropriate measures should be taken to receive bank statements from the banks at the beginning of each month.

IV: RECEIVING FUNDS

1. General

AJESH's financial resources are coming from the following sources:

- Donors
- Governments
- Others.

Funds can be received by:

- Bank transfers
- Cheques
- Cash.

2. Documentation

A receiving voucher must be issued for all funds received by AJESH. The receiving voucher must have the following information's:

- Receiving voucher number
- Date funds were received
- Date of deposit
- Bank account number
- Origin of funds (received from)
- Destination of funds (in payment of)
- Amount.

Receiving vouchers must be certified by the Account Clerk or Administrative and Finance Officer and approved by the Executive President (CEO) .

3. Controls

The reference of the receiving vouchers issued must be recorded in a register.

V: DISBURSEMENTS

1. Payment Procedures

Disbursement vouchers must be issued for payments. The following information must be mentioned on the disbursement vouchers:

- disbursement voucher number
- date of payment
- name of the beneficiary
- short description of services rendered or goods received
- general ledger account number
- amount
- cheque number

- signature of the beneficiary
- signature of the Account Clerk or Administrative and Finance Officer (for certification)
- signature of the Executive President (CEO) (for approbation)

2. Vouchers

The following original vouchers must be attached to the disbursement voucher:

- supplier's invoices
- certification of services rendered or goods received
- Supplier's receipts.

VI: ADVANCES RECOVERABLE

1. General

Advances recoverable accounts can be opened for the following matters:

- Advances to staff members
- Advances to petty cash
- Advances to projects
- Other advances.

All the advances are approved by the Executive President (CEO) . He is also responsible for recovering these advances.

1. Advances to Staff Members (See Personnel Section)

2. Advances for Mission

Advances are paid to staff member for travel for mission on the basis of estimated amount of reimbursement expenses. These advances are recorded in the individual account of the staff member, and are recovered upon submission of vouchers.

The following information's must be filed in the disbursement voucher:

- Reason and nature of the travel
- Destination
- Duration (days)
- Departure date
- Return date
- Detailed calculation of the advance.

VII: PETTY CASH

Payments should be made as possible by cheque or bank transfer. However, small amounts can be paid cash through the petty cash up to CFA Francs 100 000, and exceptionally that limit can be exceeded due to local bank conditions.

The amount of petty cash is determined by the Executive President (CEO) on the basis of the estimation of the expenses. The petty cash balance must not exceed CFA Francs 100 000.

A petty cash book must be kept to record payment by cash on a daily basis. Each payment must be detailed in the petty cash book. The pages of petty cash book must be numbered. A petty cash note must be issued for each transaction made by the petty cash.

When he presents the request for replenishment of the petty cash, the cashier must attach the petty cash book as a voucher supporting the disbursement voucher.

1. The following petty cashes can be opened and kept :
 - Head office petty cash
 - Projects petty cash (for major projects)
2. The modalities of functioning of the petty cashes are the same.
3. The petty cash is kept the cashier.
4. Petty cash documentation are :
 - cash receipt (CR)
 - payment receipt (PR)
 - cash book.
5. Cash in: Cash Receipt (CR) must be used by cashier for cash in. CR slips must be pre-numbered.
6. Cash out: Cash Payment (CP) must be used by the cashier for cash out. CP slips must be pre-numbered.

VIII: FURNITURE AND EQUIPMENT

Introduction

This section deals with the rules covering the acquisition and maintenance of furniture and equipment.

Control and Administration Policies

Acquisitions and Dispositions

- a. Instructions outlined by the Executive President (CEO) will be followed when purchasing or leasing furniture or equipment.
- b. All acquisitions involving technological items (e.g. computers and/or telecommunications hardware and/or software) will require the prior approval of the Executive President (CEO).

Records

1. Furniture and equipment will bear a unique identification number.
2. Capitalized items will be individually recorded in an inventory record. The following information must be included: type of equipment, purchase date, cost, type of depreciation, manufacturer and model, manufacturer's serial number, inventory number, first year's depreciation, location, maintenance contract provisions (if applicable), record of periodic inspections and/or maintenance.
3. Access to the inventory records will be restricted to persons designated by the Executive President (CEO).
4. Bills for repairs will be verified by the department using the equipment prior to payment and appropriate notation made on the inventory record.
5. A separate depreciation record will be maintained for each year in which furniture or equipment is acquired and will reflect the current depreciated value. If more than one rate of depreciation is used, depreciation records will be maintained for each rate by year of acquisition.

Others

- a. Inventory records for expensed items need to be maintained.

- b. Inventory records will be verified by a physical check, which may be performed on a staggered basis, provided all inventory is verified during the course of the year.
- c. Proper care will be taken of the furniture and other organization property so that no loss may be suffered through misuse or negligence. Equipment will be maintained in good working order and, if practical, maintenance contracts will be obtained.

Special Considerations

- Purchase of furniture and equipment will normally be charged to the capitalized asset account "Furniture and Equipment". The general Subsidiary Ledger should contain two accounts, "furniture and equipment – Original Cost", and furniture and equipment – Depreciation" the net balances of which should agree with the General Ledger Account "Furniture and Equipment"

- The General Ledger Subsidiary Account "Furniture and Equipment – Original Cost" will be debited with the original cost of items to be capitalized.

- The general subsidiary ledger account 'Furniture and Equipment - Depreciation " will be credited with the accumulated depreciation of all capitalized items. The account will be a "Credit Account" and the balance will be noted accordingly.

- For capitalized items, an inventory record will consist of two parts (example 1 and 2), a Furniture and Equipment Inventory Card and an Equipment Location Service and Repair Record. The form is designed so that the furniture and Equipment Inventory Card may be superimposed over the Equipment Location Service and Repair Record and both typed simultaneously. Individual records will be prepared for each item.

- Inventory card will be filed by location of item in a vault, safe or fire-resistant cabinet. Access to the inventory card will be restricted to persons) designated by the Executive President (CEO) .

- At the discretion the Executive President (CEO), Equipment Location Service and Repair Record may be retained on a centralized basis or held by the department or branch using the equipment. In either case they will be field by category (adding machine, typewriter, etc..).

- Physical verification of inventory records will be evidenced by the Equipment Location Service and Repair Record being initialed in the space provided by the supervisor or department head in charge of the area using the equipment, signifying that he has physical control of each item. The Equipment Location Service Repair Record will be sent to the person(s) designated by the Executive President (CEO) for comparison to the inventory cards.

- A separate Depreciation Record Sheet (Example 3) will be prepared for each year in which furniture or equipment is acquired and will reflect the current depreciated alert. These sheets will serve as subsidiary ledger records. If more than one rate of depreciation is used, Depreciation Record sheets will be prepared for each rate by year of acquisition. Depreciation Record Sheets broken down by rate may be maintained either as subsidiary ledgers or departmental records. Upon completion of the depreciation period for a given subsidiary ledger record, the record will be marked "Fully Depreciated".

- Before on the financial year-end closing date, an entry should be passed debiting Furniture and Equipment – Depreciation" and crediting Furniture and Equipment accumulated Depreciation.

- Actual depreciation will be calculated annually at year end closing.

- Depreciation expense for items purchased during the current year will be determined by the outstanding balance in the supplementary column entitled "First Year's Depreciation" on the appropriate Subsidiary Ledger Sheets.

- Depreciation expense for items which will become fully depreciated during the current year will be determined by applying the relative rate of depreciation to the balance in the appropriate Subsidiary Ledger Sheets, then subtracting the balance of the implementary column entitled "First Year's Depreciation".
- Depreciation expense for items purchased during other years will be calculated by applying the relative rate to the balance shown in the Subsidiary Ledger Sheets.
- The grand total of amounts determined above will be the actual annual depreciation for straight line depreciation methods only. (If other methods are used depreciation expenses will be calculated from individual inventory card)
- Cost of repairs, maintenance and Service contracts on furniture and equipment should be charged to "General Expense – Furniture and Equipment – Repairs and Service Contracts". Disbursements for items of this nature which are applicable to a period beyond the current month should be charged to prepaid expense and subsequently amortized to General Service to reduce the bookkeeping bureau, it is permissible to directly expense disbursements under FCFA 1,000,000 incurred to "General Expense - Furniture and Equipment – Repairs and Service Contacts".
- Rental fees on equipment paid in advance should be charged to "Prepaid Expense" and subsequently charged monthly to "General Expense – Furniture and Equipment – Rentals" over the lease period.
- The proceeds of the sale of any furniture or equipment that has been charged off as an immersed expense should be credited to General Expense – Other Operating.
- All items sold should be grouped by category (1) Furniture and Equipment other than automobiles, and (2) Automobiles (including motorcycles, bicycles and armored cars). All items acquired in the same year should be grouped as one total by category and the following details should be reported: year acquired, original cost in local currency, proceeds in local currency, and book profit or (losses amount in local currency, account charged or credited if other income statement than. Entries will be passed.
- New items acquired by purchase or any other means (except transfer from another branch to be capitalized will be entered at the time the item is acquired by debiting "Furniture and Equipment – Original Cost" and posting to the Subsidiary Ledger for the present year. Depreciation from month of acquisition to year's end will be calculated and added on to the Subsidiary Ledger Sheets calculated and column "First year's Depreciation", and noted on the inventory card under "First year's Depreciation".
- Items disposed of will be immediately eliminated from the records by crediting "Furniture and Equipment – Original Cost" and posting to the subsidiary ledger sheet corresponding to the year of acquisition. The year of acquisition will be determined from the inventory card. The amount noted on the card under "First year's Depreciation" will be subtracted from the corresponding subsidiary ledger sheet. The inventory card will be noted as to disposition on the next available balance of the card's location section, and filed by category in an inactive file ledger of the disposal.

Accounting

Sale of furniture and equipment that has been capitalized.

- A. Credit the appropriate furniture and equipment account for the original cost.
- B. Debit the appropriate furniture and equipment accumulated depreciation account for actual depreciation to date (e.g., a machine sold on June 5, take depreciation through May month-end)
- C. Debit for credit the appropriate revenue or expense accounts for the difference between net carrying value (amount after depreciation had been deducted) and the proceeds of sale.

D. Debit the appropriate account for proceeds of sale.

Exchange of furniture and equipment for next equipment to be capitalized

A. Furniture item expensed at the time of purchase:

1. Debit the appropriate furniture and equipment account with the net cost (purchase price less trade-in allowance on the old item, which will equal the actual amount disbursed for the new equipment).
2. Credit the appropriate account for the amount of disbursement.

B. For any capitalized item:

1. Credit the appropriate furniture and equipment account for the original cost of the item.
2. Debit the appropriate furniture and equipment accumulated depreciation account for the amount of actual depreciation to date.
3. Debit the appropriate furniture and equipment account with the actual amount disbursed for the new item plus the depreciated cost of the old item.
4. Credit appropriate account (cash, bank) for amount disbursed.

EXAMPLE 1

Furniture and Equipment Inventory Card Part 1						
Type of Equipment			Purchase date		Cost	Type of Depreciation
Manufacturer and Model		Manufacturer's Serial No.			Inventory number	Type of Depreciation
Date	Location	Initial	Date	Location		Initial

III - INCOME AND EXPENSE PROCESSING

1. General

Introduction

This chapter covers the definition and general rules on Income and Expense Processing.

Control and Administration Policies

Revenue

1. Separate records will be maintained for all income accounts to facilitate the control and analysis of income received.
2. All charges to any income account will carry full details of the transactions and will be approved by the Executive President (CEO).

Expenses

Detailed records will be maintained for all expense accounts to facilitate the control and analysis of expenses incurred.

Expense Reports

All expense reports must be approved by a higher level authority. To comply adequately with this requirement, the following must be taken into account:

In cases of geographic separation from the next higher level of authority, a senior officer who has been previously designated in writing can give preliminary approval to the expense report.

2. Expense Accounting

Introduction

This section deals with four expense categories: General Expenses, Prepaid Expenses, Accrued Expenses and Installations Expense.

General Expenses

This account will be charged with:

- a. "Staff Payments"
- b. "Building Cost",
- c. "Other Operating Expenses" and
- d. "Taxes".

On the closing date of each financial year the balance of. "General Expenses" will be closed out by debiting the income statement.

Detailed records will be carried in the General Subsidiary Ledger in the following subdivisions: "Staff Payments", "Building Cost", "Other Operating expenses" and "Taxes".

The subdivision "Staff Payments" will carry salaries and all other amounts paid or payable to or on behalf of employees as compensation for their services, except for salaries and benefits of "Building Employees" i.e. , those employees whose duties relate solely or chiefly to the operation or maintenance of all properties leased or owned by the organization.

Professional Staff

All expenses relating to "Professional Staff" benefits will be reflected in the "Staff Payment" category of General Expenses. Staff payments will consist of the following classifications and such others as may be needed.

- a. Salaries – Official
- b. Salaries –Other
- c. Salaries – Overtime and Other Compensation (Overtime money, house allowance, cost of living adjustments or any severance allowances paid to released officers, or employees when not otherwise provided for. It also includes suggestion awards, commissions, etc. paid to employees)
- d. Government Benefits (Taxes and assessments based on salaries and contributions for employees, which the organization is required by law to make to pension, social security, group insurance, or other similar government funds).
- e. Other Staff benefits (Contributions for employees to reserve for staff indemnities, death benefits group insurance, etc.; nor required by law)

The subdivision "Building Cost" will carry amounts attributable to the operation of maintenance of all properties leased or owned by the organization. It will include salaries of all benefits of "building employees", i.e. those employees whose duties are exclusively or principally concerned with the operation or maintenance of all properties owned or leased by the organization. Expenses relating to furniture and equipment will not be included. Building Cost will consist of the under mentioned classifications and such others as may be required. Each classification will be segregated in such a manner so as to facilitate periodic determination of net cost of operation of each piece of property.

- a. Salaries (salaries, overtime and others compensation of building employees such as janitors, mechanics, building superintendents, porters that are not messengers), elevator operator; night watchman (but not special officers and guards), cleaners, electricians etc.).
- b. Depreciation Building.
- c. Depreciation Installations.
- d. Insurance on building and installations)
- e. Light, heat and water.
- f. Rent, Paid.
- g. Rent Received (credit account) rent received and any other income incident to the operation of organization properties).
- h. Repairs and Maintenance (on building and installations).
- i. Real Estate Taxes.
- j. Other remaining expenses pertaining to the operation or maintenance of all properties leased or owned by the branch, such as porters uniforms, cleaning supplies, etc)
- k. Staff Benefits (government benefits and other staff benefits or "building employees')
- l. Premises – Gain or loss sales.

The subdivision – "Other operating" will consist of all expenses or organization operations not included in "Provision for staff payments", 'Building Cost", "Taxes". Other operating will consist of the following classifications and such others as may be needed.

- a. Advertising
- b. Activate promotion (cost directly related to business development). The names of those entertainments, type of entertained and the specific activity purpose of the entertainment must be written in full on the receipt of the ticket.
- c. Cables Telegrams and Telephone.
- d. Credit reports and Library (including subscriptions to newspapers, magazines etc.)
- e. Legal including retainers, notary fees and translations of legal documents.
- f. Postage. This subdivision will reflect the purchase of postage. Amount sufficient for not more than one month's requirements will be purchased at one time and debited to this subdivision. The supply of postage on hand will be kept under lock and key when not in use, by an employee designated by the Executive President (CEO) . Overnight the postage will be held in a safe. An adequate record (not necessarily detailed) of outgoing mail and postage used will be maintained, on a daily basis. Weekly postage used will be checked by an employee independent of the postage operation, who will initial this record.
- g. Stationery and supplies (including shipping charges and duty paid there on also minor office equipment and supplies purchased)
- h. Insurance – other than building and installations.
- i. Furniture and equipment – depreciation (depreciation allowable under local law regulations)
- j. Furniture and equipment – not capitalized (cost of items purchased which may be treated as an expense in the year purchases.
- k. Furniture and equipment – repairs and services contracts (cost of repairs, maintenance and service contracts covering furniture and equipment.)
- l. Furniture and equipment – rentals (expenses of rentals equipments).
- m. Travels including necessary hotel expenses, etc.).
- n. Employees activities (costs of meal served to employees, doctors" fees,)
- o. Contributions (to local institutions and charities.).

- p. Memberships - Includes only direct costs which are necessary to secure and retain memberships in social or recreational clubs for purposes directly related to activity development of the organization. Such direct costs include club dues, memberships fees, subscriptions to securities which are prerequisites but do not include any other expenses.
- q. Inter-projects Expense (debit or credit – amounts) (local administrative expenses of office of the Executive President (CEO) , organizational allocation of expenses between projects with respect to off-premises bookkeeping units etc.).
- r. Furniture and equipment – Gain or loss on sales.
- s. Sundries – Will include items which cannot logically be included in any of the above captions, including messengers' expenses, carfare, etc.).

The accruals for “Building Cost and Other Operating” will be charged to the appropriate subdivision of “General Expenses – Building Cost” or “General Expenses – Other Operating” at the time the liabilities for such expenses are incurred.

The Subdivision “Taxes” will reflect all taxes paid and payable (except taxes based on salaries and real estate taxes).

Prepaid Expenses:

This account will be charged with important items of expense, say (FCFA 100 000 or over, paid in advance of the period to which applicable and credit other items as indicated below. Disbursements in respect of any dissatisfaction of “provision of staff payments”, “Building cost” or “other operating expenses” will ordinarily be charged to “General Expenses”. However, disbursements for amounts of say FCFA 100 000 or over, if properly applicable to a period beyond the current month should be charged to “prepaid expenses” and the amount applicable to each subsequent month reviewed and charged to the appropriate subdivision of “General Expenses”

Control accrued should be carried by subdivision in the General subsidiary ledger. Details will be carried in departmental registers or folders.

Disbursements for alterations, constructions, renovations or similar other non- recurring aspects will be accumulated in a “construction in progress” subdivision of the appropriate Building Installation or Furniture and Equipment account unit service. The capitalisable amount (in accordance with the Accounting policy) should be transferred to the appropriate asset account. Expenditure for items which are not, capitalisable should be expensed as the liability is incurred. Only those disbursements for expenses which are properly applicable to furniture period should be charged to prepaid Expense and amortized for the period which they apply.

Deposits made by the organization with governments, municipalities, public service companies (water, electricity, Telephone), etc. as security for, telephone charges, light, water and similar services will be carried in the subdivision deposits made for local services”.

The subdivision “petty cash” will carry funds set aside for the purpose of facilitating miscellaneous expenses. If several funds are established, per project for example separate control accounts will be passed each month shortly before closing. Liquidations may be passed at any time when the cash balance in any of the funds falls below current requirements, and will be effected by debiting actual expenditure to the appropriate subdivision(s) of “General Expenses” , with an offsetting credit to “cash” (thereby replenishing the cashing the fund). Each petty cash fund will be kept under lock and key by a designated staff member cashier, and held overnight in a safe. The total of cash or drawings (represented by approved tickets) in each fund will at times be equal to the balance of the fund as shown by the control account.

The subdivision ‘salary advances’ will be charged with payments on account of salaries if made in advance of cuts:

The subdivision “Travel Advances” will be debited with advances to officers and employees to cover contemplated travel and related expenses to be incurred on behalf of the organization. All such advances require the approval of the Executive President (CEO) and advances to the members of the GA require the approval of the Executive President (CEO) . An accounting should be filed promptly upon expiry of the period for which the advance was intended with prompt settlement for any amount due to the organization for employee.

Accrued Expenses:

This account will be credited at month-end closing, with the amount and accrual or outstanding and unliquidated items of expense against an offsetting debit to “General Expenses” and charged with the reversing carried on the business day following the month-end closing.

Before the closing date of financial year end, the amount of unpaid bills and estimates or expenses incurred for which payment has not been billed will be determined and the proper classification of “General Expenses” debited with offsetting credit to a special subdivision of this account entitled “Accrued Expenses” . Thereafter, all outstanding and unliquidated items of expense incurred dating the previous year will, when paid, be charged to the subdivision Accrued expenses prior year”.

Detailed records will be carried in a special ledger. Separate subdivisions will be maintained for “provision for staff payments”, “Building cost” and “other operating” with classifications there under for each classification for expense and such others as may be needed (see “General Expenses”). A separate subdivision will also be maintained for “Accrued Expenses prior year”. A separate sheet will be used for each subdivision and each classification.

Installation Expense:

Expenditures covering the normal maintenance of premises will be charged to the appropriate subdivision of “GENERAL Expenses- Building cost”. Disbursements for amounts of say FCFA 100,000 or over, if properly applicable to a period beyond the current month should be charged to “prepaid Expenses” and the amount applicable to each subsequent month reversed and charged to the appropriate subdivision of “General Expenses”.

Expenditures covering alterations, construction, renovation or similar non-recurring capital items should be charged to the ”construction in progress” subdivision of installations until the projects is functional or placed in service. At such times, the total amount is reclassified to the proper installation account and depreciated.

When the original cost has been fully depreciated, i.e., when the balance in the subsidiary account “Installations –Depreciation” equals the balance in “Installations – Original cost” and entry should be passed debiting the Depreciation subdivision with offsetting credit to the original cost subdivision.

3. Budget Accounts

AJESH has adopted the following budget code; for budget accounting

Expenditures

- Personnel
- Missions
- Movements in town

Stationeries
Repairs
P & T
Other expenditures
Studies and evaluations
Documentation
Printing of books / publications
Training of personnel
Association

Resources

Local resources
Subventions
Services rendered
Other resources

IV - REPORTS

1. Accounting Report

Introduction

This section deals with the preparation of accounting reports.

Control and Administration Policies

Accounting Reports

- Accounting reports will be produced for the head office and for each project and will reflect the daily activity over the head office and project books so that a current statement of condition may be produced as needed. At the request of the donors, accounting reports may be combined for a group of projects, provided the entries are identified by project so that individual figures may be produced as required.
- Records will be kept at the necessary level of detail to support the production of required information.

Accounts

- The account clerk or administrative and financial officer is responsible for determining which accounts will be used for recording all transactions and for ensuring that organizational and donors requirements, local regulations, and as otherwise required, are met.
- Request to open or close General ledger accounts (e.g., General Ledger, General subsidiary ledger, or Contingent general ledger) must be approved by the administrative and financial officer, concurred with by the Executive Manager, and advised to the Auditor.
- The Executive President (CEO) will verify the need for a new account and the appropriateness of the detailed procedures for the usage of the account. The Account Clerk or Administrative and financial officer will be responsible for assuring that the opening and operation of the account is in compliance with Organization accounting policy, and that the level of detail provided for the account is sufficient to satisfy then organization reporting requirements.

- The documentation and approvals for opening or closing of any account (e.g. General Ledger, General subsidiary ledger, or contingent General ledger) should be centrally controlled by the Administrative and Finance Officers.

Foreign Currency Transactions

- All transactions in foreign currency will be recorded in local currency CFA Francs.
- Source documents for foreign currency transactions will, in addition to showing both foreign and local currency amounts show the exchange rate used.

Cash Flow

Introduction

- This section describes the systems and records that should be utilized to manage Cash flow. It is applicable to either individual project or head office.
- Timely and orderly recognition of the cash flows, will assist in optimizing funds utilization, and at the same time evaluating the need for funds from the donors.

Control and Administration Policies

Cash Flow Budget

Monthly cash flow budget will be prepared annually for individual projects and for head office. The account clerk or administrative and finance officer is responsible for preparing cash flow budget with the assistance of the projects manager. The budgets are approved by the Executive President (CEO) .

Cash Position

To assist in controlling day-to-day liquidity, cash position reports will be prepared weekly by the Account Clerk or Administrative and finance officer, and presented to the Executive President (CEO) .

5 : ADDENDUM

APPENDIX

**Register/Log Book for Monthly Leave Reports
A J E S H**

**Register/Log Book for Monthly Leave Reports
(Year:)**

Name of staff member	Index No	Months												Total annual Leave (days)	Signature	Remarks	
		1	2	3	4	5	6	7	8	9	10	11	12				

Section 3: Staff Member's Career Objectives

(i) For all staff member's comment on your preferred next assignment:

Sect

(ii) For all staff, please rank the choices in descending order, for example.

1= most preferred 2 = next most preferred, 3 (if available) = third most preferred etc....

Location	Headquarters	<input type="checkbox"/>	Field	<input type="checkbox"/>
Career Path	Programme	<input type="checkbox"/>	Administration	<input type="checkbox"/>
	Other (e.g. specialist)	<input type="checkbox"/>		
Bureau/Division/Unit Preference	RBA	<input type="checkbox"/>	RBAP	<input type="checkbox"/>
	RBASE	<input type="checkbox"/>	RBLAC	<input type="checkbox"/>
	Other UNDP	<input type="checkbox"/>	Other UN system	<input type="checkbox"/>
Hardship Level	H- Headquarters	<input type="checkbox"/>	C- Very Difficult	<input type="checkbox"/>
	A- Normal	<input type="checkbox"/>	D- Very Difficult, With financial Incentive I	<input type="checkbox"/>
	B- Difficult	<input type="checkbox"/>	E- Very Difficult, With financial Incentive II	<input type="checkbox"/>
Working Language	English	<input type="checkbox"/>	French	<input type="checkbox"/>
	Spanish	<input type="checkbox"/>	Other	<input type="checkbox"/>

(iii) For all staff, please comment on your long-term career objectives (5-10 years)

Section 4: Supervisor's Written Appraisal of Performance According to the Established Performance Plan

Taking into account the staff member's performance in relation to the Tasks and Indicators of Success established in the Performance Plan and Job Description, summarise how well his or her performance met expectations including an evaluation of skills, abilities and on-the job behaviour. Use facts to support judgments and bear in mind changes in priorities, factors outside the staff member's control and unusual conditions that may have affected the Plan or results achieved.

For Managerial and Supervisory staff members: When the staff member carries a managerial or supervisor's responsibility, please start by appraising this aspect of his or her performance before moving to consider other aspects of performance.

Section 4: Supervisor's Assessment of Staff Development Needs

After full consultation with the staff member the supervisor should indicate which skills and/or knowledge the staff member needs to obtain or enhance and the specific development actions including formal training which have been agreed upon in order to obtain the required skills and/or knowledge. Include comments on how the staff member used development opportunities during the year.

Section 6: Supervisor's Comments on Staff Member Career Objectives

Section 7: Supervisor's Rating

Indicate the rating which best defines the staff member's performance during the period with special reference to work expectations and selected Performance Dimensions. (See Instructions and Guidelines for descriptions of these ratings.)

- | | |
|--|--------------------------|
| MEETS THE EXPECTATIONS OF THE PERFORMANCE PLAN (3) | <input type="checkbox"/> |
| MEETS SOME OF THE EXPECTATIONS OF THE PERFORMANCE PLAN | <input type="checkbox"/> |
| BUT PERFORMANCE NEEDS IMPROVEMENT (4) | <input type="checkbox"/> |
| UNSATISFACTORY (5) | <input type="checkbox"/> |
| OUTSTANDING (1) | <input type="checkbox"/> |
| | <input type="checkbox"/> |

EXCEEDS THE EXPECTATIONS OF THE PERFORMANCE PLAN (2)

Section 8: Supervisor's Member's Financial Comments

The staff member may write here any comments regarding the performance appraisal and development review (optional).

Section 9: Signatures

Staff Member

Staff Member's Signature *

Date

Name and Title:

(* Indicates discussion of his form and does not necessarily imply agreement)

Supervisor:

Immediate Supervisor Signature	Date
Name and Title:	

Section 10 (i): Management Review

Write here any comment from the Management Review on the Performance Appraisal and the Staff Development recommendation, including specific follow-up action to be taken. This section should especially be used to explain, with examples of critical incident, when the Management Review wishes to focus on:

- (a) Performance better than expected for a Fully Satisfactory Rating (category 3) and how recognition may be made by other system including a reward or a formal promotion recommendation;
- (b) Performance below expectations, with specific development steps to be taken, or other personnel actions formally requested. The section can also be used to comment on staff potential where the rating itself does not fully reflect growth.

Section 10 (ii): Management Review Signature

Chairperson's Signature Name and Title:	Date
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Section 11 (i): Management Review promotion Recommendation

If the Management Review decides to recommend, provide the following briefly in this section (use an extra page if necessary)

(a) The suitability of the staff member for the recommended level of responsibility;

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(b) The staff member's managerial and supervisory capabilities for all staff being recommended for promotion to P4 or above, and for other staff when appropriate;

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(c) The staff member's career potential in AJESH;

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Section 11 (ii): Management Review Signature

Chairperson's Signature
Date
Name and Title:

Section 11(iii): Endorsement for staff members in the field

Signature:
Date
Name and Title