



ACCOUNTING POLICIES

AND

PROCEDURES

(Updated May, 2019)

ABOUT OUR ORGANIZATION

The name of our organization is Change Communications. It was created in Cameroon in 2010 as a non-state and not-for-profit communication facility for development purposes.

Mission of Change Communications: *Communication for Change, Change for Development.* We use planned communication to induce change of attitudes, practices and behaviors, and in so doing, generate a strong drive among individuals, groups and communities for sustainable development by themselves and for themselves.

Finance Department Mission: Upholding Integrity, Transparency, Accuracy, Efficiency, and Consistency (ITAEC), as our Financial Management Compass in compliance with GAAP - Generally Accepted Accounting Principles



ABBREVIATIONS

APP: Accounting Policies and Procedures

IAS: International Accounting Standards

ICAC: Institute of Chartered Accountants of Cameroon

DIT: Deposits in Transit

GAAP: Generally Accepted Accounting Principles

NIC: National Identity Card, (for Cameroonian nationals)

OC: Outstanding Cheque

OHADA: The Organization for the Harmonization of Business Law in Africa



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Introduction

This manual is designed to guide *Change Communications* (CC) staff and partners in the application of its financial management core values, namely, *Transparency, Accountability and Accurate Accounts Records*. The manual has been produced in application of a resolution taken at the end of the Annual General Assembly (AGA) sitting of 31st of December 2011, which assigned the Accounting Department to come up with an *Accounting Policy and Procedure Manual* (APPM) which provides guidelines for the staff to fulfill the fiscal responsibility of the organization.

Accordingly, this manual updated May 2019, establishes policies in various financial-related areas and set forth the procedures to be followed in application of those policies. It is to be used by all the staff members of Change Communications to ensure that financial resources are properly safeguarded and utilized only for authorized and intended purposes.

As the case may be, if some of the policies & procedures set forth in this manual are inadequate because of changes in conditions, the Management Committee, Board of Overseers as authorized by the GA will revise, modify and update this manual as conditions warrant.

Change Communications will in its operations strictly respect the established policies and procedures not only as a responsibility in upholding its core values, but also as a duty of being accountable to its funding partners.



POLICY 1: BACKGROUND INFORMATION

1.1.0: PURPOSE, MAINTENANCE, ADMINISTRATION

1.1.1: This policy document: *Accounting Policies and Procedures* (APP) sets out guidelines on the key operations and concerns of *Change Communications*.

1.1.2: The document provides a guide for all finance and administration staff of the Management Committee, the General Assembly, while the Board of Overseers will ensure compliance. Auditors will during audit operations verify and confirm compliance or not, and report case(s) of deviation(s) to the Board of Overseers for necessary action.

1.1.3: The Board has a final say in approval or disapproval of reviews/modifications of APP made by the Finance Department.

1.1.4: The APP will be shared with all staff of Management Committee for use to ensure good performance

1.1.5: Any additional control, procedures or policy requirements by donors shall be implemented as per the requirements and/or agreement with any such donors.

1.2.0: Purpose of the Policy Manuel

This manual aims among others to:

1.2.1: Define the financial policies, controls, systems and procedures

1.2.2: Give guidance on financial reporting requirements

1.2.3: Ensure a uniform accounting practice as required by GAAP even where staff changes.

1.2.4: Facilitate a strengthened organizational management and financial controls.

1.2.5: Ensure compliance with relevant laws of The Organization for the Harmonization of Business Law in Africa (OHADA) and the practices, statutory and regulations of Institute of Chartered Accountants of Cameroon (ICAC)



1.3.0: Manual Maintenance

1.3.1: The Manual will be reviewed every two years except in situations of a pressing need and must be approved by Board of Overseers. Any revisions or policy changes to this manual has to be approved by the Board of Overseers.

1.3.2: In case of a conflict between stipulations of the manual with the Laws of Cameroon, International Accounting Standards (IAS) or GAAP, the Cameroon law shall prevail or both in that order.

1.4.0: Accounting Policy

1.4.1: Basis of Accounting:

1.4.2: The organization shall adopt a cash basis of accounting in which the accounting principles shall apply.

1.4.3: Transactions shall be recorded at the purchase price on the date of the transaction.

1.4.4: Annual accounts are prepared on a consistent basis using the same accounting methods from one year to the next. If there is need for changes in the methods, suggestions should be made by Management Committee for review by the Board of Overseers

1.5.0: Income

1.5.1: Income is recognized in the financial statements on the date funds are received or when confirmed to have been remitted

1.6.0: Expenditure

1.6.1: Expenditure is recognized when payments are made.

1.6.2: Expenses that are directly related to a specific program or project are to be charged 100% to that program or project.

1.6.3: Overheads and expenses related to more than one project are to be allocated across such projects using pro-rata basis such as staff time allocation, percentage donor contribution to overall budget and as the case may require.

1.7.0: Currency

1.7.1: The financial statements are reported in Central African CFA Franc (XAF). Transactions in other currencies are converted following the prevailing rates of exchange recognized by Bank of Central African States, (BEAC) on the dates of the transactions.

1.8.0: Financial Year

1.8.1 The financial year of the organization shall run from 1 January to 31 December.

1.9.0: Property, Equipment, Depreciation

1.9.1: Fixed property and equipment bought using grants/donor funds will be considered restricted funds and shall be recorded and report to donor(s) accordingly.



1.9.2: All property and equipment shall be maintained in an asset register that will be updated regularly with additions and disposals.

1.9.3: Property and equipment shall be depreciated using straight line method over their respective useful lives at the rates indicated in the table below:

Table1: Depreciation Rate of Assets

Item	Duration in Years	% of Depreciation
Computers and accessories (desktops and laptops)	3	5
Office furniture	5	10
Computer software	3	5
Bookcases	3	5
Filing cabinets	3	5
Desk	3	5
Tables	3	5
Office refrigerator	5	10
Projector	3	5
Internet Installation Equipment	3	5
Office mobile phones	3	5
Combined printer and photocopier	3	5
Motor vehicles	15	25

1.10.0: Other General Policy

1.10.1 The Coordinator shall ensure adequate segregation of duties. To ensure segregation of duties, an employee shall not have duties in all the three categories of authorization, administration and implementation. Example: a staff shall not initiate a procedure and approve it and at the same being the beneficiary.

1.10.2 The Coordinator and or the Board of Overseers must sign all documents associated with acts of extraordinary administration of:

1.10.2.1 Pledging the organization assets or taking any loans/debt on behalf of the organization

1.10.2.2 Loaning the organization's assets and or waiving debts legitimately owed to the organization

1.10.2.3 Converting the organization's assets to personal use;

1.10.2.4 Initiating or responding to any lawsuits.



POLICY 2: FINANCIAL PLANNING AND BUDGETING

2.1.0: OVERALL BUDGET POLICIES

The organization makes a budget each fiscal year. The budget should earmark all the sources of funds and shall show in detail how the funds shall be used.

2.1.1 Budgets will be supported with detailed project plans indicating objectives and activities

2.1.2 Budgets are generated based on annual activities earmarked through consensus of the Management Committee and Board of Overseers

2.1.3 Each budget shall contain explanatory notes on how budgetary figures are arrived at.

2.1.4: Budgets shall be drafted in all transparency with inputs from the staff.

2.1.5 Budgets shall be balanced, meaning total planned funds should be equivalent to total planned expenditure. If the budgeted expenditure exceeds expected funds, expense-reduction or possible soliciting of additional funds could be explored.

2.1.6 Once a budget is approved, and Management Committee sees a need of revision, the Coordinator must seek the consent of the Board in writing through the Board Chairperson. When the Board examines and deems revision necessary, it approves and authorizes the Management Committee and Finance Committee to undertake the revision.

2.1.7. The Financial Manager shall on monthly basis compare actual revenue and expenses with planned/budgeted revenue and expenses. Any variance of more than 10% needs to be explained by the Financial Manager. Appropriate actions such as review of activity plans or budget reviews will be taken to remedy discrepancies, if any.

2.1.8 New project budgets shall be prepared on zero budgeting bases, while multi-year budgets shall be designed on incremental basis

2.2:0: Budget, Budgeting Process and Approval

2.2.1 Budget preparation shall be based on the objective(s) the organization aims to achieve for the year

2.2.2 The size of the budget in FCFA shall depend on the number of outputs and or inputs and the activities intend to realize the objectives/goals.

2.2.3 The budgeting process is initiated by the Management Committee as the principal implementers of all the project(s) and programs earmarked in the budget.

2.2.4 Budgets are drafted by Financial Manager and shared with Management Committee for review or for checking if costs are reasonable, calculations are well done, complete and fit donor requirements in case of funded projects



2.2.5 The Financial Manager when need be to undertake corrections, print the document in four copies for submission to the Board for further review and approval.

2.2.6. 0: Budget Drafting Process

2.2.6.1: The budget drafting process starts in October of every year, and shall be conducted in all transparency according to the following procedure:

2.2.6.2: October: At least four (04) brainstorming sessions are held by Management Committee chaired by the Coordinator are held to review budgets of previous year in line with laid down objectives earmarked by the General Assembly. The Coordinator and Financial Manager fine-tune the budget draft and make it ready for submission in four paper copies to the four members of the Board of Overseers by October of every year for review,

2.2.6.3: November: The Board of Overseers after a thorough review of the draft budget, shall forward it to Coordinator's secretariat for it to be produced in four paper copies and re-submit it to the Board for signatures of endorsement.

2.2.6.4 December: Copies of Final Budget Document are shared in soft and paper copies to Management staff, Finance Committee and members of the Board

2.3 Budget Monitoring and Amendments

2.3.1 The Financial Manager must keep expenditure within the limits of available funds once the budget has been approved

2.3.2 The operational budget will be used to guide daily management of expenditures

2.3.3 Budget monitoring and reporting shall be the responsibility of Financial Manager

2.3.4 Project actual costs are to be prepared by the Financial Manager monthly and these are compared to the (originally) approved budget lines.

2.3.5 Budget amendments must be approved beforehand. The Financial Manager shall initiate for budget amendments and must share with the Management Committee, and the amended copy is submitted to the Board of Overseers or donors as the case may be for approval.

2.3.6 The Financial Manager shall provide a budget versus actual income and expenditure report every month to the Coordinator and the Board of Overseers. If variances of more than 10% are noticed, the Management Committee shall call on the Board of Overseers to investigate and corrective action(s) taken.

2.3.7 The Board of Overseer shall review these reports for accuracy, completeness, as well as level of progress against budget/ plans.



POLICY 3: ACCOUNTING FOR INCOME, CASH & BANK OPERATIONS

3.1.0: CASH RECEIPTS

3.1.1: The Cashier shall act in all integrity, transparency and accountability

3.1.2: He/she shall be responsible for receiving and issuing receipts for all incoming and outgoing cash transactions. The cash receipts will then be handed over to the Financial Manager who makes the necessary entries in the accounting software.

3.1.3: He/she shall maintain a register of financial transactions in a chronological manner, which shall have the columns of in application of the 4-eyed principle

- Description of the nature of cash transaction
- Receipt Reference or Voucher Number
- Debit (column showing money coming into the Organization in FCFA)
- Credit (showing money being paid to beneficiary)
- Status of the beneficiary or the person paying in the money
- The telephone number of the beneficiary or the person paying in the money,
- Address (e-mail),
- Location the person carrying out the transactions

The Cashier shall deposit the cash in the bank on the day of transaction except the transaction took place at the time that the banks have closed

3.1.4: All pre-numbered receipts in three duplicates per page shall be in the name of the organization and shall be issued for all cash transactions.

3.1.4.1: The first (original) copy shall be issued to the payer, donor, or funding agency

3.1.4.2: The second copy is forwarded to the Financial Manager as support documents

3.1.4.3: The third copy will remain in the stock for reference under the custody of the Management Assistant/Cashier

The receipt shall carry the following information to be filled for each cash received transaction:

- Date;
- Receipt number
- Received from (Payer)
- Amount in words and figures
- Description
- Account codes and class
- Subsidiary reference
- Cashier's signature.
- Name/Telephone/email/Signature of payer



3.1.5: All incoming cash from fund raising activities shall be handled by the Cashier.

The Financial Manager, shall at the end crosscheck the cash to confirm the total amount from the issued receipts. The money shall be deposited on the same day or the following banking day. The depositor shall bring pay-in slips stamped by the Bank and shall hand them to Financial Manager as support documents for the bank transactions recorded in the books of accounts.

3.1.6: All pre-numbered vouchers in three duplicates per page shall be in the name of the organization and shall be filled in as support documents for all payments (expenditure) with the following information:

- Date;
- Receipt number
- Amount paid
- Amount in words and figures;
- Description/purpose;
- Account codes and class;
- Subsidiary reference and
- Cashier's signature.
- Name/Telephone/email/Signature of payer

3.1.7: All the booklets shall be under the keeping of the Cashier who shall fill all cash transactions

3.1.8: Whenever a receipt is cancelled, the original shall be left in the receipt booklet with brief comments as to why it was cancelled. And if another receipt is issued in its place, this should be indicated on the cancelled one e.g. "cancelled, replaced by receipt No....."

3.1.9: Care shall be taken to ensure that funding partner requirements regarding handling of their funds are strictly observed and especially ensuring that all their grants and other receipts for projects are banked in separate bank accounts.

3.1.10: Cash received shall **NOT** be added to a petty cash float or used to make payments. All cash received will be banked **INTACT**.

3.2: 0: Bank and Cheque Receipts

3.2.1: All Cheques received shall be in the name of the organization.

3.2.2: Received cheques shall be banked the same day or latest the next banking day and deposit slips with the stamp of the bank are attached to the receipts and filed.



3.2.3: The Cashier is responsible for issuing receipts. When funds are received, the cashier shall immediately issue a pre-numbered receipt, sign it and give the original receipt to the person or organization making the payment.

3.2.4: One duplicate copy of the receipt shall be handed to Financial Manager for entry into the accounting system and filed as support document and the other duplicate copy shall be left in the receipt booklet.

3.2.5: Whenever a receipt is cancelled, the original shall be left in the receipt book with brief comments as to why it was cancelled. And if another receipt is issued in its place, this shall be indicated on the cancelled one e.g. "cancelled, replaced by receipt No....."

3.2.6: When a check is dishonored, the Financial Manager shall communicate with the drawer immediately. The dishonored check shall not be released until the drawer makes acceptable alternative payment. The entry of the check shall be reversed in the cashbook.

3.2.7: All unused receipts shall be placed under lock and key by the Financial Manager and shall only release them for use after request by the Cashier with the approval of the Coordinator. He /she has the responsibility to issue more receipt or voucher booklets after the previous ones are completely used and accounted for. A register shall be maintained showing the serial numbers of the receipts that have been issued and how they are accounted for

3.3:0: Direct and Transfers by Donors

3.3.1: All funds from donors are received through the account of *Change Communications*. The Financial Manager shall request for a bank statement from the bank. The printed bank statement with the official stamp of the bank shall be used as support document for recording of the banking transactions into the accounting software.

3.3.2: The Coordinator shall authorize the Cashier to reply the mail from donor that the message has been received and the amount received.

3.3.3: The Financial Manager shall credit the amounts received to the project in question and open a separate account for the project. He/she shall initiate a letter for signature by Coordinator to be sent to the donor acknowledging the receipt of the funds.

3.4: 0: Bank Management

3.4.1: Change Communications shall maintain Bank accounts for the safety of its funds. The number of such accounts to be opened and maintained by Change Communications shall depend on its needs from time to time.



3.4.2: The number of bank accounts shall be kept to a minimum necessary to enable Change Communications to transact its financial transactions. All financial transactions must flow through designated bank account.

3.4.3: Bank Signatories

3.4.3.1: Each of these accounts shall have a minimum of two (02) and a maximum of 3 signatories and the mandate shall be at least two to sign to validate a transaction in application of the 4-eyed principle. The Coordinator shall be a mandatory signatory to all Bank accounts.

3.4.3.2: The Financial Manager shall NOT be an authorized signatory. The signatories shall thus include:

3.4.3.2.1: The Coordinator,

3.4.3.2.2: Cashier

3.4.3.2.3: Chairperson of the Board of Overseers

3.4.4: 0: Bank Reconciliation

3.4.4.1: The Financial Manager will be responsible for all the bank reconciliations of the organization.

3.4.4.2: Each bank account (bank statement) will be reconciled monthly, in any case, not later than the 10th of the following month.

3.4.4.3: Any discrepancy arising from bank reconciliations shall be noted and follow-up by Financial Manager for corrections with the Bank as soon as possible.

3.4.4.4: The reconciliations are to be approved by the Coordinator by the 10th of the following month. The process of bank reconciliation shall require the following:

3.4.4.4.1: Secure all monthly bank statements by the 5th of the following month.

3.4.4.4.2: Compare transactions in the bank statements against transactions recorded in the cash book.

3.4.4.4.3: Compare deposits as indicated in the bank statements with the cash book. Un-cleared deposits and credits will be shown as deposits in transit (DIT).

3.4.4.4.4: Compare the paid cheques with entries in cashbook. Un-cleared cheques and payments shall be reflected as outstanding cheques (OC).

3.4.4.4.5: Observe or note for other reconciling items such as bank charges, interest, withholding taxes, bank debit and credit memos and bank/book errors.

3.4.4.4.6: Obtain from bank copies of debit/credit memos or similar documents that are not enclosed in the bank statements.

3.4.4.4.7: Prepare journal entries for reconciling items.



3.4.4.5: The bank statements shall be filed with bank reconciliations for future use or reference.

3.4.4.6: All bank reconciliations support documents must be filed in chronological order.

3.4.5: 0: Cancelled/Stale Cheques

3.4.5.1: Spoiled cheques shall be properly marked CANCELLED, if signed, signature must be mutilated.

3.4.5.2: The spoiled cheques are to be retained and filed in the cheque payments with the voucher clearly stating the reason for canceling or voiding

3.4.5.3: All cheques which are more than three months are considered stale cheques with suppliers must be recalled and letter written to the bank signed by the Coordinator to 'stop payment' on such cheques.

3.4.5.4: Cancelled cheques shall be posted to the accounting system to reflect their status to avoid future use of such cheques.

3.4.5.5: Cheques issued and not cashed after three months shall be followed up with the payee and reasons obtained acted on immediately. Instructions in writing sign by the Coordinator stating that all unpresented cheques over three months shall be stopped for payment and submit it with the bank and keep the payee informed.

POLICY 4: ACCOUNTING FOR PAYMENTS AND PROCUREMENT

4.1: 0: PAYMENT PROCESS

4.1.1: The buying process for any need shall be initiated by the Cashier

4.1.2: He/She shall prepare a payment requisition voucher with attached supporting documents for all payment requests for external or internal beneficiary

4.1.3.0: The payment requisition voucher shall be forwarded to the Financial Manager for review and verification s to whether:

4.1.3.1: the requested item is in the current budget,

4.1.3.2: funds are available for the requested item,

4.1.3.3: payment requisition voucher has relevant supporting documents.

4.1.3.0.1: After verification, the Financial Manager shall minute "OK" on the payment requisition voucher when funds are available for the requested item, and "NOT OK" when funds are not available.

4.1.3.1.1: The verified voucher shall be forwarded to the Coordinator for approval or for action in case of "NOT OK".



4.1.3.1.2: When the Coordinator approves the payment voucher, the Cashier, shall do the payments and the voucher is submitted to the Financial Manager for recording in the accounting software,

4.1.3.1.3: If cash available is not sufficient or not available at all, the Coordinator shall draw up a cheque equivalent to the amount on the approved payment voucher.

4.1.3.1.4: A photocopy of the cheque is attached to the voucher for recording in the account books and the cheque is not presented until the creditor presents the cheque to Change Communication's bank.

4.1.4.0: The requisition shall be supported by ANY of the following documents:

4.1.4.1: An original invoice from the supplier attached to a properly approved purchase order & evidence of receipt for the item purchased or satisfactory performance of the service.

4.1.4.2: A properly approved Expense Report with supporting receipts

4.1.4.3: A properly approved request for petty cash fund replenishment

4.1.4.4: A properly approved payroll

4.1.4.5: A properly approved request for cash advances

4.1.5.0: The payment voucher shall be complete with the following information:

4.1.5.1: Date;

4.1.5.2: Payee;

4.1.5.3: Amount

4.1.5.4: Description;

4.1.5.5: Account Codes;

4.1.5.6: Subsidiary Reference;

4.1.5.7: Authorized signatures for preparer,

4.1.5.8: Reviewer & authorizer.

4.2.0: General Payment Controls

4.2.1: Payment may be made by cash or cheque and must be supported by fully approved documents.

4.2.2: Every payment must have been budgeted and authorized by the Coordinator.

4.2.3: All payments above 1 000 000 FCFA shall be made by cheque

4.2.4: All payments up to 1,000,000 FCFA shall be approved by the Coordinator

4.2.5: All payments of more than 1,000,000 FCFA shall be approved by the Chair of the Board of Overseers. **4.2.6:** However, the Financial Manager shall be authorized in writing by the Coordinator to approve payments of not more than 1,000,000 FCFA.



4.2.7: Two signatures are required to make any payment from the organization's bank account

4.2.8: All paid vouchers must be stamped "PAID" to avoid double presentation or prevent re-use.

4.2.9: All payment vouchers should be pre-numbered and sequentially follow the cheque number used.

4.2.10: Cheques should be signed only after the Coordinator would have examined the cheque requisition vouchers and other supporting documents and is satisfied of the completeness of the payment.

4.2.9: Pre-signing of cheques shall not be allowed unless in special circumstances such as emergencies/evacuations

4.2.10: All cheques issued, received and dishonored shall be recorded in the cheque register detailing: the:

4.2.10.1: Cheque number,

4.2.10.1: Payee,

4.2.10.1: Date of collection,

4.2.10.1: National Identity Card Number of person collecting the money

4.2.10.1: Mobile telephone number,

4.2.10.1: The amount received,

4.2.10.1: beneficiary name,

4.2.10.1: Signature of beneficiary shall be maintained.

4.2.11: The person releasing a cheque shall carefully fill all the required information of the cheque, voucher and the beneficiary, in a record that shall be kept/filed.

4.2.12: All bank charges posted to *Change Communication* account must be reviewed against the transactions they relate to by the Financial Manager to ascertain their eligibility before being recorded

4.2.13: Separate files shall be maintained for donors' payments and all voucher documents marked with the donor codes to allow for unique referencing and posting to the accounting system

4.3.0: Petty Cash Payments

4.3.1: The Petty Cash shall be operating using the Imprest System with an authorized float level of **700 000 FCFA**.

4.3.1: Any changes in this amount must be approved by the Coordinator in writing.

4.3.2: All disbursements from the petty cash shall be justified by duly approved petty cash vouchers



4.3.3: Petty Cash vouchers shall be pre-numbered and sequentially filed.

4.3.4: The custody of petty cash shall be the responsibility of the Cashier.

4.3.5: The petty cash shall be kept in a cash box and locked in a safe always as a security measure.

4.3.6: Single item purchased from petty cash shall not exceed 300,000 FCFA. Amounts above this maximum limit shall be paid by cheque.

4.3.7.0: Upon receipt of a payment request with attached supporting documents, the Cashier shall prepare a petty cash voucher, written in ink to prevent alterations. The information includes:

4.3.7.1: Date

4.3.7.2: Payee

4.3.7.3: Telephone/email address of payee

4.3.7.4: ID N° of payee

4.3.7.5: Amount (in words and figures)

4.3.7.6: Description of expense

4.3.7.7: Account code

4.3.7.8 Signatures of Preparer, Approver and Recipient

4.3.8.0: The cashier then forwards petty cash vouchers with support documents attached to the Financial Manager and Coordinator for approval after which he/she pays the beneficiary. The receiver acknowledges receipt by writing:

4.3.8.0: His/her name

4.3.8.0: Telephone N°/E-mail

4.3.8.0: Number of National Identity Card, (NIC N°) (with photo copy submitted)

4.3.8.0: Signature.

4.3.9: Petty cash shall not be used for paying staff advances or encashment of personal cheques.

4.3.10: All petty cash vouchers & supporting documents must be duly stamped "PAID" to prevent re-use.

4.3.11: Weekly cash box count and reconciliation shall be done and documented by the box custodian/Cashier

4.3.12: The Financial Manager shall conduct surprise cash counts on a regular basis for the cash box under the custody of the Cashier

4.3.13: The Cashier shall account for any cash shortages and in case he/she cannot do so, his/her salary account shall be debited to recover the unjustified amount.



4.3.14: A Petty cash reconciliation report that shows the amount of cash request shall be prepared. The report is presented with paid petty cash vouchers attached to support documents and submit to the Financial Manager.

4.3.15: The report once approved will be the basis for the preparation of the petty cash cheque booklet. The **4.3.16:** Cheque booklet prepared shall go through the normal cheque approval procedures.

4.3.17: The cheque shall always be drawn in the name of the organization and must be signed by the Coordinator.

4.4.0: Staff Advance

4.4.1: Advances to staff can only be made against approved procedures of *Change Communications*

4.4.2: Staff can request for personal advances up to one month's salary.

4.4.3: Request for personal advances shall be by use of an Advance Requisition form designed by the Financial Manager.

4.4.4: All requests for advances must be reviewed by the Financial Manager to confirm any pending advances, before approval by the Coordinator.

4.4.5: Half of the amount advanced shall be paid by the end of the following month

4.4.6: The amount advanced shall be paid by debiting the salary of the salary earner and the same procedure will be followed until the total advanced salary is fully paid.

4.4.7: Advances shall only be paid through the approved payment modes – cash or cheques - after the necessary approved staff advance request form has been submitted.

4.4.8: When the advance payment voucher with all the necessary support documents attached s ready, it shall be submitted in the office of the Financial Manager to deduct the advance amount from the salary earner in question from the payroll.

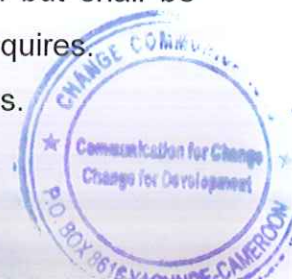
4.5.0: Project/Travel Advances

4.5.1: Request for Travel Advances shall be by use of a fully filled and approved Travel Advance Request Form (TARF) that shall be designed by the Financial Manager.

4.5.2: A duly completed form filled and signed by the staff in question shall be submitted to the Financial Manager at least two (02) days before travel date.

4.5.3 Emergency requirements for travel shall be subject to staff availing properly approved Advance at Request Form. Payments for this shall be made from petty cash but shall be reimbursed to the cash box by the raising of a cheque payment as procedures requires.

4.5.4: All project/ travel advance requests shall be followed approved budget lines.



4.5.5: All advances will be settled by cheque prepared in the name of the organization for the beneficiary to cash the cheque in the bank of the organization

4.5.6: The Financial Manager shall process the request by confirming the details, status of previous advances and subsequently arrange for the requested amounts to be paid a day before travel.

4.5.7: No advance shall be granted before accounting for the previous advance, unless the activities of that project are still on-going.

4.5.8: Monies for project/travel advances must not be mixed with normal petty cash box funds.

4.5.9.0: Once withdrawn, monies for the project/travel advance shall be signed out by the person to travel on the same day of withdrawal.

4.5.9.1: The receiver must acknowledge receipt of the monies on the payment voucher by affixing his/her name, telephone number and signature.

4.5.10: All project/travel advances not immediately handed to the receiver must be re-banked the following day and the respective voucher request form cancelled. Specifically, if the trip/planned activity fails to take place:

4.5.10.1: The funds are returned to the Cashier for safekeeping and re-banking.

4.5.10.2: If funds had not been advanced, Financial Manager shall hold the request form and the attached support documents.

4.5.10.3: The Financial Manager shall hold the request for a maximum of seven (07) days after which the funds shall be banked, and a fresh request submitted when activity is rescheduled.

4.5.11: The Financial Manager shall record the travel advances after verifying the advance request form to ensure that all the required support documents are completed justifying the payment.

4.5.12: All advances shall be properly accounted for by the project staff and submitted in the finance office within four (4) days upon return from the field.

4.5.13: Any unspent balances of advances shall be returned to the Cashier who will issue an official receipt to be attached to the advance form as proof of returned cash and banked latest the next banking day.

4.5.1.4: Any person who fails to justify expenditure done during field trips four days after return shall have the unjustified amount deducted from his/her salary at the end of the month running by the Financial Manager



4.6.0: Limits for Expenditure Before, During and After Travel

4.6.1: *Limits for Expenditure Before, During and After Travel* is designed to guide staff as to the value levels to which they can commit *Change Communications*, on matters to do with expenditure, as well as ensure Financial and Administrative transparency

4.6.2: No expenditure or commitment may be made without the funds being available to pay for it.

4.6.3: No individual may approve his/her own expenditure

4.6.4: If significant expenditure is required on items that were not included in the budget, approval is required from the Coordinator before any expenditure commitment is made.

4.6.5: The Coordinator shall delegate authority to Finance Manager in writing to approve transactions and payments during his/her period of absence. Copies of such temporary delegation of authority must be filed and copies circulated to all concerned.

4.6.6: All capital expenditure budgets shall be approved by the Board of Overseers before execution

4.7: Procurement Policy

4.7.1: The organization shall use two main levels of procurement;

4.7.1.1 by requisition of minimum quotations

4.7.1.2 through the tendering process

4.7.2: All procurements shall be managed by an Adhoc Procurement Committee designated by Board of Overseers and shall consist of members of the Board of Overseers and Management Committee.

4.7.3: The committee shall approve all requests, solicit for quotations, analyze the quotations, select a suitable supplier, and order for the items.

4.7.4: *Change Communications* shall purchase materials and services through quotations for amounts of FCFA 5 000 000 FCFA and below, and any purchase above this amount will be done through tender.

4.7.4 Quotations

4.7.4.1: *Change Communications* shall prepare requests for quotations and send to various suppliers. The suppliers shall fill and send them back within a specified time. The Financial Manager shall design the quotation form suitable for each quotation

4.7.4.3: The deposited procurements must be at least three quotes from different independent suppliers.

4.7.4.4: Quotations shall indicate:



- The item number
- Item name
- Item specifications
- Quantity
- Unit costs in FCFA or foreign currency and
- Total costs in FCFA or foreign currency as the case may be

4.7.4.5: The Adhoc Procurement Committee shall meet and open quotations and evaluate on competitive terms such as quality, price, delivery time and place.

4.7.4.6: Once a supplier has been identified Purchase Order Form shall be filled requiring him/her to supply the said materials. The requisitioned supplier shall be required to receive the purchase order form and confirm that they agree to the content of the purchase order issued.

POLICY 5: DEBTORS AND CREDITORS

5.1: DEBTOR

5.1.1: Although the organization uses the cash basis of accounting, it is important for debtors' records including staff and advances to be maintained.

5.1.2: The Financial Manager shall keep accurate records of *Change Communications* debtors, prepare and distribute invoices to debtors in time to ensure prompt payment.

5.1.3: *Change Communications* shall recognize as income when the payments are actually received from the debtors (cash basis of accounting).

5.1.2: Controls on Debtors

5.1.2.1: The financial manager shall follow up debts, and if any debt is not paid one month after the prescribed period, the Manager will initiate measures to recover the debt, or where the possibility of recovery is doubtful, declare it as a bad debt.

5.1.2.2: The report of debtors shall indicate the amount owed and the person owing.

Sequentially, a three-part invoice is prepared by Financial Manager and distributed as follows:

5.1.2.3.1: First copy sent to the debtor,

5.1.2.3.1: Second copy for filing, and

5.1.2.3.3: Third copy is retained in invoice booklet as stock copy.

5.1.2.4: A list of write-offs of uncollected debts shall be established by the Financial Manager and approved by the Board of Overseers as bad debts



5.2: Liabilities (Accounts Payable)

5.2.1: Liabilities are the overall debts owed by Change *Communications* including “accounts payable” which constitute debts owed to suppliers, be they individuals or organizations and others

5.2.2: At the end of an accounting period, some expenses (rent, salary, electricity, water bill) that have been incurred but not yet paid for. These will be brought into the accounts as liabilities/account payable.

5.2.3: All invoices shall be recorded when received in the Invoice Register, which will be updated when they are paid. At the end of the accounting period, all the unpaid invoices shall be extracted from the register to determine the total unpaid invoices

5.2.4: The total amount of unpaid invoice shall be credited to payable account showing the total owing to suppliers.

POLICY 6: MAINTENANCE OF ACCOUNTING RECORDS

6.1: The Journals for Transactions

6.1.1: A General Journal shall be maintained to record all transactions with the following columns:

- Date
- Account code
- Account Title
- Description
- Posting Reference
- Debit (and)
- Credit.

The General Journal shall be used to record all transactions chronologically by date using the double-entry principle except the transactions of sales, purchases, cash receipts, or cash payments

6.1.2: Each posting must include the transaction date, receipt or cheque number in numeric order, name of payer or payee, amount in FCFA and individual collection/disbursement account(s).

6.1.3: The Financial Manager shall crosscheck all raised vouchers to ensure that there are numbered consecutively and are duly signed by appropriate authorities with complete support documents. When everything is correct, he/she shall stamp the voucher labeled PAID & POSTED after doing the posting into the accounting software



6.2: The Trial Balance

6.2.1: The trial balance is a periodic statement prepared after all transaction entries have been made into the general ledger of the accounting software that lists all of the balances in the ledger. It shall be printed from the system at the end of every month.

6.2.2: The printed Trial Balance shall be examined to see whether the total of the debit side is the same as the total of the credit side. If the two totals do not agree then there is a problem which the Financial Manager has to fix immediately.

POLICY 7: PROPERTY AND EQUIPMENT MANAGEMENT

7.1: Acquisition and Management of Property and Equipment

Policy 7 explains how all property and equipment belonging to Change Communications are managed, and who does what in the management process.

7.1.1: Assets and property shall include Computers, motor vehicles, furniture and fixtures office equipment, land properties, motor bikes.

7.1.2: Change Communications shall keep a Fixed Asset register to record all fixed assets to ensure that:

7.1.2.1: All fixed assets are properly acquired, recorded and maintained

7.1.2.2: The location and conditions of all fixed assets are monitored during their useful life

7.1.2.3: All disposals of fixed assets are properly authorized and recorded

7.1.2.4: Key assets are properly insured with the insurance company

7.1.3: All fixed assets shall be under the overall control of the Financial Manager. Every user of asset is responsible for keeping the assets in good condition and secure. Everyone to whom an asset has been assigned shall sign an accountability commitment form.

7.1.4: The Financial Manager shall be responsible for the receipt, issuance, maintenance, movement, transfer and disposal of all property and equipment as well as the maintenance.

7.1.5: Annually, a physical inventory of property and equipment will be conducted every end of the financial year and reconciled with asset register.

7.2: Acquisition of Fixed Assets and Property

7.2.1. The request to purchase property/equipment follows the same approval and disbursement procedures in Chapter 4 section 4.7.5 and 4.7.4 above.



7.3: Disposal of Property and Equipment

7.3.1: The assets of *Change Communications* shall be disposed through either sale, transfers to other projects or donations to other parties. The Board of Overseer shall authorize any of such disposals.

7.3.2: A copy of Disposal Form (DF) with complete support documents attached. This form shall be forwarded to Financial Manager for recording in the accounting software and for update of Property and Equipment Register. It shall be marked against the disposed item DISPOSED, SOLD or DONATED

7.4: Other General Controls over Property

7.4.1: All the staff of *Change Communications* shall be the first security to protect properties in their keeping from being damaged, stolen, or destroyed.

7.4.2: All documents for property of *Change Communications* shall be in safe custody of the Financial Manager

7.4.3: All fixed assets register shall be maintained with list of all the assets of *Change Communications*.

7.4.4: All fixed assets shall have a serial tag code number for indemnification, and the numbers shall be entered in the Fixed Assets Register.

7.4.5: Physical verification shall be conducted by the Financial Manager every end of year and a report issued to Coordinator on the status of the assets

7.4.6: Other methods that *Change Communications* shall be used to protect its physical assets include:

7.4.6.1 Locking the office doors, when possible especially at end of workday.

7.4.6.2 Inspecting assets for routine maintenance

7.4.6.3 Maintaining and reviewing the fixed asset inventory list.



7.5: Controls over Motor Vehicles

7.5.1: Every *Change Communication* vehicle must have a work log-book, kept in the vehicle. The log-book shall have columns for recording including the starting & closing mileage/miles/kilometers, purpose of the journey, officer approving the journey, quantity of petrol bought, name of the driver etc.

7.5.2: At the end of every month, a summary shall be made of the mileage/miles/kilometers covered, fuel consumed in liters, and servicing or repairs done. The data so collected will

guide in the efficient management of costs in ways that minimize costs, and take prompt corrective action when necessary. .

7.5.3: All *Change Communications* vehicles must be registered in the name of *Change Communications*

7.5.4: The *Change Communications'* vehicles shall be housed at the office and in a well secured garage under the protection of a hired security guide.

7.5.5: *Change Communications* vehicles shall be used strictly for official duties,

7.5.6: The Financial Manager shall ensure vehicles are properly managed by:

7.5.6.1: Keeping vehicle maintenance and repairs record

7.5.6.2: Ensuring that basic regular servicing is done

7.5.6.3: Updating of log-book whenever the vehicle is used

7.5.6.4: Following a clear procedure for buying and recording fuel usage

7.5.6.5: Establishing a known procedure for reporting problems

7.5.6.6 Clearly spelling out actions to be taken in the event of accident

7.5.6.7: Setting up rules for personal use of *Change Communications* vehicles

7.5.6.8: Undertaking regular review of the log-book to know how vehicles are used

7.5.6.9: Carefully planning the usage of all vehicles with the staff (and)

7.5.6.10: Establishing a clear procedure for authorization and usage

7.5.7: To manage motor vehicle related risks, the Financial Manager shall keep up to date insurance cover; maintain all vehicles in a good working condition; carry only authorized passengers or goods and in the right quantities; maintain safe speeds and ensure that all vehicle occupants must belt up while traveling.

POLICY 8: FINANCIAL REPORTING

8.1: Monthly Financial Reporting

8.1.1: Financial reporting shall be done as per approved formats, and requirements by the donors for projects that *Change Communications* shall be an implementing agency.

8.1.2: At the end of every month, the Financial Manager shall prepare a budget versus actual analysis report and submit to Coordinator. The Financial Manager shall ensure that by the 10th of the following month, he/she shall submit explanation note for any variance above 10%. The Management Committee shall use the explanation note for corrective measures

8.1.3: Hard copies of monthly financial report shall be submitted to members of the Board of Overseers as well as to project staff in application of the Change Common's core value of transparency.



8.2: Financial Statements

8.2.1: *Change Communications* shall prepare the following financial statements at the end of every year:

8.2.1.1: **Balance Sheet:** This shall provide relevant information about *Change Communications'* assets, liabilities, net assets and net liabilities.

8.2.1.2: **Statement of Income and Expenditure:** This statement is prepared at the end of every fiscal year to show all sources of funds for *Change Communications* and how it was spent.

8.2.1.3: The Coordinator shall oversee the preparation of annual financial statements and ensure that there are ready before audit.

8.3 Donor Reporting

8.3.1: Donors' financial reports shall be reported in compliance with the terms signed in the contract for the project implemented. The Financial Manager shall study project guide lines of the projects in question in relation to reporting and prepare reports as required.

POLICY 9: EXTERNAL AUDIT

9.1 IMPORPTANCE

Change Communications recognizes the importance of a dynamic external auditing system in order to achieve a credible financial discipline by applying checks and balances. The Coordinator shall initiate the process of an audit in collaboration with Financial Manager to come out with Terms of Reference (TOR) at the end of every year.

In preparation for the audit the Financial Manager shall ensure that:

9.1.1: All audits schedules as required by external auditors are prepared on time.

9.1.2: Accurate and reliable financial statements are prepared.

9.1.3: The auditors receive information and explanations necessary for audit.

9.1.4: Corrective actions are taken regarding the auditor's management letter and that a reply to the letter is prepared in time for discussion by the Management Committee.

9.1.5: *Change Communications* shall apply *Policy 4 section 4.7.5 and 4.7.4* above in choosing the audit firm.



9.2: Basic Year-End Audit Requirements

The Financial Manager shall make available all the documents required by the auditors during the audit: among which shall be:

9.2.1: Income & Expenditure and Balance Sheet

9.2.2: Budgets, Grant Agreements/Contracts for revenues recognized in the current year.

9.2.3: Summary of Revenues received,

9.2.4: Rental agreements, bank statements, donor agreements among others

9.2.5: Supporting Schedules including

9.2.5.1: Schedule of Incomes

9.2.5.2: Schedule of Donations Receivable

9.2.5.3: Schedule of Accounts Receivable

9.2.5.4: Schedule of Advances to staff

9.2.5.5: Schedule of Prepayments to suppliers

9.2.5.6: Schedule of Accounts Payable

9.2.5.7: Schedule of other liabilities

9.2.5.8: Summary of expenses

9.2.5.9: Printed copies General ledger

9.2.5.10: Bank reconciliation statements

9.2.5.11: Cheque booklets/Bankbook

9.2.5.12: Assets register

POLICY 10: RECORD KEEPING (ARCHIVING)

10.1: Safeguarding computer data: back-ups

10.1.1: Computer data shall be safeguarded against loss by backing up data at the end of each day of work.

10.1.2: Back up shall be done using removable hard drives and USB flash drives

10.1.3: The computer data that shall be backed up in the storages devices.

10.1.3.1: The payroll shall be backed up each time there is an update with a data. Each end of the year, after the payroll has been reconciled and all adjustments have been made, back up shall be done in USB flash drives hard copies printed and filed.



10.2: Invoice Files

10.2.1: *Change Communications* shall maintain all invoices of transactions for at least ten years before destroying them. Financial Manager shall do the destruction of the invoices after the approval of the Coordinator.

10.3: Personnel Files

10.3.1: Complete individual personnel files shall be backed up and safeguarded on separate USB drive devices. Given the highly confidential nature of these files, the computer of Management Assistant will have a password and USB drive shall be kept in his/her drawer which shall be under lock and key so as to prevent/avoid access in application of *the principle of minimum information*

10.3.2: Access to personnel files shall be accorded only to the Coordinator as well as Management Assistant

POLICT 11: DAILY ACCOUNTING PROCEDURES

11.1: Recording Transactions

We shall ensure recording of transactions in or the capturing of financial data relating to all activities and operations in a systematic and structured manner on behalf of *Change Communications*.

The main purpose of recording transactions is to provide accurate and up-to-date information about the financial position of *Change Communication* as well as maintain accurate and complete records of financial transactions.

The recording of transactions will be based on double-entry bookkeeping system. Under this system, each transaction is recorded in at least two different accounts, with a corresponding debit and credit entry. The transactions are recorded in an accounting journal and then a ledger, which forms the basis for financial statements, that is, income & expenditure and balance sheet.

This system helps to ensure the accuracy of financial records and provides a clear audit trail in case of any discrepancies.

11.2: Chart of Accounts

Chart of accounts is a list of all financial accounts that make up *Change Communications'* general ledger refers to as general ledger codes.

General Ledger Codes



General Ledger Accounts describe the type of asset, liability, revenue or expense. General Ledger Codes are six digits long and are broken down into the following ranges:

Table 2: Accounting Codes and Explanation

Cost Center	General ledger codes	Explanation of cost centers
Assets Cost Center	100000	These include resources with economic value which can last for more than a year that <i>Change Communications</i> has created or bought to increase her capacity of operations.
Petty Cash-Impest System	101000	A fixed amount of money kept in the office of <i>Change Communications</i> for expenses of petty things that are needed on daily
Change Communications Bank Account	111000	All monies received and deposited into this account and all expenses paid by <i>Change Communications</i> come out of this account.
Others	111100	An opened bank account by request for a special purpose
Inventory	120000	This account records the value of inventory items that are available.
Accounts Receivable	130000	This account records money due to <i>Change Communications</i> and keeps a separate supporting invoice record for each party which owes.
Advances Receivable	130100	This account records monies due from <i>Change Communications</i> staff or Committee member who has received a travel or salary advance.
Allowance for Doubtful Accounts	130200	These accounts estimate how much of the corresponding accounts receivable will ultimately be uncollectible. Entries to this account are normally made with an adjusting journal entry to account 50700, Bad Debts, after having analysed the likelihood of collecting the current receivables.
Prepaid Expenses	140000	This account records payments which have been made although the goods or services purchased have not yet been received. For example Insurance premiums, utilities,



		rent paid before using
Computer Equipment	150000	This account records all computer equipment assets purchased.
Amortization for Computer Equipment	150250	This account records depreciation of computer equipment.
Office Equipment	16000	This account records office equipment assets purchased
Amortization	160250	This account records depreciation of office equipment
Liabilities Cost Center	200000	These are legal debts a Change Communications owes to third-party that is creditors. They can include accounts payable, notes payable and bank debt.
Accounts Payable	210000	This account accrues (records) an expense where goods or services have been received, and an invoice may or may not have been received but the payment has not yet been made.
Salary and Benefits Payable	220000	This account records any compensation-related amounts due to employees, or former employee.
Personnel Tax Payable	230000	This account records any payroll deductions which are to be submitted to the Taxation Center (e.g., Income Tax and Social National Insurance Fund)
Deferred Membership Income	240000	This account records membership money received in advance or annual subscription payments received by <i>Change Communications</i> for products or services that are going to be performed in the future. For example rent payments in advance, annual dues, funds from donors at the beginning of the year for activities yet to be carried out are common examples of deferred
On Line Course Deposits	250000	This account records payments of online tuition fees; deferral fees and course material deposits.
Accrued Liabilities	260000	This account records the liabilities accrued to previous accounting period or liabilities brought forward from previous accounting year.
Personnel Health Related Costs	270000	This account records amounts repayable to <i>Change Communications</i> personnel after presenting justifiable medical documents of a government hospital



Net Assets or Net Worth	300000	The equation of Net Worth is Assets - Liabilities = Accumulated Net Assets. The Accumulated Net Assets <i>Change Communications</i> are the cumulative result of all the years of the organization's fiscal activity. This result is established in the Balance Sheet of <i>Change Communications</i>
	400000	
Restricted funds	410000	Restricted funds are monies set aside for a particular purpose as agreed upon by General Assembly of Change Communications (GACC) and for the purpose of transparency and clarity. For example projects sponsored by donors are mostly restricted funds
Non- Restricted funds	420000	By contrast, unrestricted funds is that which is at the disposal of <i>Change Communications</i> without restriction tag
Other funds	430000	This account records membership registration fees and interest earned on cash, deposits.
Expenses	500000	The cost of operations that Change Communications incurs in activities to produce an output.
Capacity Development Services	501000	Expenses to build and maintain over time capacity of Change Communications personnel in order to improve governance
Management (Governance)	502000	Expenses incurred to establish policies and continually monitoring to ensure proper implementation by the appropriate committees as required by the constitution of Change Communications
Conference	503000	Expenses to cover all meeting organize by Change Communications
Operation Costs	504000	Operating costs include necessary expenses like rent, utilities, payroll, supplies, personnel labor, maintenance and contract services
Special Projects	505000	An unexpected task of temporary duration. For example a requested service outside the scope of routine services provided by Change Communications, as well as the construction of new facilities and/or physical alterations of existing facilities, or land



Bank & Interest	506000	This account records monthly bank service charges
Bad Debts Expense	507000	This account records the balances in accounts receivable that are estimated to be uncollectible.
Advertising	508000	This account records the cost of placing notices/ads in newspapers and on the radio or TV.
Annual Report	509000	This account records the expense of the annual report presented to government departments, Change Communication members and any other entities required.
Newsletter	510000	This account records costs incurred with newsletter expenses.
Equipment Rentals	520000	This account records all short-term or long-term rentals of equipment. Examples include leases for photocopiers, fax machines and mailing machines. The full amount of the lease payment must be recorded.
Accounting/Audit	530000	These expenses record the expenses of the auditors, or bookkeeping / accounting services. Auditing refers to the verification of the financial statements, accounting system, and supporting records.
Civil Court Case	540000	These expenses reflect any service contracts where an outside contractor is hired to the filing of any legal documents.
Consultants	550000	These expenses reflect any service contracts where an outside contractor is hired to perform certain work require of by <i>Change Communications</i> .
Professional Development	560000	These expenses reflect any service contracts where an outside contractor is hired to provide professional development or some form of training to Change Communications staff. It may include tuition fees, travel, accommodation costs, and the cost of instructors.
Information Technology	570000	This account is used to record any technical support and related technology costs.
Insurance	580000	This account is used to record any insurance costs associated to comprehensive general liability coverage (i.e.: theft, personal injury, tenant's legal liability), Events coverage (i.e. coverage for theft, personal injury and



		Directors/Officer's Liability coverage.
Meeting Costs (staff)	590000	This account records staff meetings and any other related activities with staff.
Office Supplies/Materials	510100	This account records the cost of general office supplies, materials or the purchase of minor assets such as computer equipment accessories, and software.
Postage/Courier.	510200	This account is used to record outgoing mail or courier expenses
Office Rent	510300	This account is used to record the cost of renting or leasing the office space of <i>Change Communications</i>
Communication Services	510400	This account is used to record the cost of telephone-airtime, internet credit and Fax
Travel: Staff	510500	This account is used to record costs of travel expenses for staff to participate in meetings or other related activities outside <i>Change Communications</i> office. Such expenses charged to this expense account are accommodations, meal and incidental per diem allowances, mileage, vehicle rentals, gas purchase for vehicle rental, airfares, railway fares and toll gate fee.
Salaries/Wages	510600	This account records the periodic (e.g., every end of month) salaries and wages of <i>Change Communications</i> staff or volunteers. These expenses are normally provided by the payroll system
Staff Benefits	510700	This account records the employer's portion of the cost of SNIF employee benefits. These expenses are normally provided by the payroll system.
Car Allowance (employee benefits)	510800	This account records the cost of a car allowance employee benefits. These expenses are normally provided in a letter of offer by <i>Change Communications</i> to an employee.
Fiscal Planning Calendar	500100	This account records the cost of any activities related to the Fiscal Planning Calendar



POLICY 12: APPLICABILITY AND REPORTING

- This policy applies to all regular, contractual and volunteer staff of *Change Communications*
- The Management Committee will report annually to the General Assembly of *Change Communications* on the implementation of this policy.



Shifu Ngalla

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