

Appendices

Appendix 1: Milestone's Chart Of Accounts	1
Appendix 2: Delegated Authority Document	3
Appendix 3: Bank Book – Receipts Page	4
Appendix 4: Bank Book – Payments Page	5
Appendix 5: Petty Cash Book	6
Appendix 6: Bank Reconciliation Form	7
Appendix 7: Receipts & Payments Account	8
Appendix 8: Income & Expenditure Account	9
Appendix 9: Balance Sheet	10
Appendix 10: Notes to the Accounts	11
Appendix 11: Consolidated Budget	12
Appendix 12: Budget Worksheet	13
Appendix 13: Cashflow Forecast	14
Appendix 14: Budget Compared To Actual Report	15
Appendix 15: Donor Report	16
Appendix 16: Budget Forecast	17
Appendix 17: Financial Management Work Plan	18
Appendix 18: Sample Expenses Claim Form	19
Appendix 19: Sample Fixed Asset Register	20
Appendix 20: Sample Payment Voucher	21
Appendix 21: Sample Bank Reconciliation Form	22
Appendix 22: Sample Vehicle Log Sheet	23
Appendix 23: A Checklist for Good Practice	25
Appendix 24: Integrating Financial Management Checklist	26
Appendix 25: Mango's Health Check	27

Appendix 1: Milestone's Chart Of Accounts

Account Description	Code	Comments
INCOME: DONOR		
- DFID	1010	For grants received from this donor
- Smile Trust	1020	For grants received from this donor
- Vanguard Society	1030	For grants received from this donor
INCOME: GENERAL		
- Bank Interest	1110	Interest received on bank accounts
- Donations & fundraising	1120	Fund-raising activities, miscellaneous donations
- Sales	1130	Sales of trainees' work
- Training fees	1140	Course participants' contributions
EXPENDITURE: ADMINISTRATION		
- Audit/accountancy	3010	Audit fees, other accountancy expenses
- Bank charges	3020	Service fees, interest charged on OD balances
- Board meetings	3030	Room hire, refreshments, AGM expenses
- Depreciation	3040	Cost of depreciation of fixed assets
- Postage & stationery	3050	Postage, office and photocopier consumables
- Publicity	3060	Posters, leaflets, advertising training courses
- Rent & utilities	3070	Office rent, insurance and utilities
- Repairs & renewals	3080	Servicing, small items of equipment, office repairs
- Telephones/fax	3090	Telephone accounts, not repairs
EXPENDITURE: PERSONNEL		
- In-service training	4010	Course fees, meals & accommodation
- Recruitment	4020	Recruitment advertising costs, interview expenses
- Salaries & benefits	4030	Gross salaries, housing, medical aid and pensions
- Travel & subsistence	4040	Per diem, meal and overnight allowances, bus fares
EXPENDITURE: VEHICLE RUNNING		
- Fuel	5010	Petrol, diesel and oil costs
- Vehicle insurance/tax	5020	Vehicle Insurance premiums and road tax
- Vehicle maintenance	5030	Service, repairs, tyres, spare parts, car wash
EXPENDITURE: TRAINING		
- Fees & honoraria	6010	Guest speakers' & external trainers' fees/expenses
- Food & accommodation	6020	Room hire, food for trainees
- Training materials	6030	Tools, protective clothing, papers, pens, metal, concrete, etc

FIXED ASSETS:		
- Office Equipment	0110	Computers, printers, desks, chairs, etc.
- Project Equipment	0120	Large tools and training equipment
- Vehicles	0130	Cars, mobile workshop
CURRENT ASSETS:		
- Bank Deposit Account	0210	High interest call account
- Bank Current Account	0220	Cheque account
- Petty Cash	0230	For adjustments to the petty cash Imprest float
- Debtors & prepayments	0240	Money owed to us (eg unpaid training fees) or prepaid amounts for goods/services not yet received
- Advances	0245	Staff loans and working advances
- Grants receivable	0250	Grants due for this year but not yet received from donor
- Stocks	0260	Stocks of raw materials, eg wood and metal
LIABILITIES:		
- Creditors & accruals	0510	Unpaid suppliers' invoices and accrued expenses
- Grants In advance	0520	Donor funds received for future activities
- Reserves	0530	Funds designated for use in future years

PROJECT COST CENTRES

Description	Code	Comments
- Co-ordination	01	Transactions to be allocated to the Co-ordinator's Department
- Building Department.	02	Transactions to be allocated to the Building Trades Department
- Metalwork Dept.	03	Transactions to be allocated to the Metalwork Department as a whole
- Metalwork: Furniture Project	03-01	Transactions to be allocated to the Furniture section of the Metalwork Department only
- Metalwork: Vehicles Project	03-02	Transactions to be allocated to the Vehicle section of the Metalwork Department only

Appendix 2: Delegated Authority Document

AREA OF AUTHORITY:	LIMITS APPLIED:	DESIGNATED PERSONS:
1. Legal documents (where not covered below)		Any <u>two</u> from: Ch, Tr, Se, CE.
2. Leases on property and equipment	Up to \$25,000 Over \$25,000	Any <u>one</u> from: Ch, Tr, Se, CE. Any <u>two</u> from: Ch, Tr, Se, CE.
3. Current Account Cheques	up to \$2,000 Over \$2,000	Any <u>two</u> from: Ch, Tr, Se, CE, one other designated BM Any <u>two</u> from: Ch, Tr, Se, one other designated BM.
4. Bank Account Transfers	Up to \$25,000 Over \$25,000	Any <u>two</u> from: Ch, Tr, Se, CE, one other designated BM Any <u>two</u> from: Ch, Tr, Se, one other designated BM.
5. Staff advances/loans	Max. \$2,000	CE (or in case of CE, Ch or Tr)
6. Staff expenses		LM for all staff below CE level Ch or Tr for CE
7. Board Member expenses		Ch or Tr
8. Orders for Goods & Services	Up to \$1,000 Up to \$5,000 Up to \$25,000 Up to \$50,000 Over \$50,000	SO, providing within budget OM, providing within budget CE, providing within budget Ch or Tr, providing within budget Any 2 BM and minuted by full Board Meeting.
9. Petty Cash expenditure	Up to \$50 (single transaction) Over \$50	AO FC
10. Safe Keys		FC and Tr
11. Receipt of cash & cheques		AO
12. Banking of cash & cheques		AC
13. Annual / sick leave		LM
14. Maternity / Paternity Leave		CE (or in case of CE, Ch or Tr)
15. Contracts of Employment	All staff	Ch, Tr or S

KEY: Ch = Chairperson; Tr = Treasurer; S = Secretary; BM = Board Member
 CE = Chief Executive; OM = Operations Manager; FC = Financial Controller;
 AO; Accounts Officer; AC = Accounts Clerk; SO = Senior Officer; LM = Line Manager.

Appendix 5: Petty Cash Book

MILESTONE PROJECT

Period covered: 1 to 12 January 2009

Date	PCV No.	Details of transaction or cheque reference	Cash In UC	Cash Out UC	Cash Balance UC	ANALYSIS OF PAYMENTS							
						Postage & stat'y 3050	Repairs & Ren. 3080	Travel & subs 4040	Fuel 5010	Food/ Accom 6020	Training Mats. 6030	Other	
3/1		Cash balance brought forward:	23.46	-	23.46	-	-	-	-	-	-	-	-
3/1	-	Top up cheque no. 013572	176.54	-	200.00								
3/1	1	Milk & coffee for office	-	10.57	189.43		10.57						
3/1	2	Calculator batteries	-	9.99	179.44		9.99						
5/1	3	Stamps	-	7.00	172.44	7.00							
6/1	4	Petrol – Jo's van. Bldg dept	-	45.00	127.44				45.00				
7/1	5	Fax paper	-	13.49	113.95	13.49							
10/1	6	OHP materials, pads & pens	-	29.45	84.50	9.95						19.50	
10/1	7	Petrol for Hari's car	-	35.65	48.85				35.65				
11/1	8	Oil	-	5.50	43.35				5.50				
12/1	9	DHL to New York	-	35.00	8.35	35.00							
12/1	10	Lunch/bus fare, Treasurer	-	7.50	0.85			7.50					
		PAGE TOTAL:	200.00	199.15	0.85	65.44	20.56	7.50	86.15	-	19.50		
		UC = Unit of currency	A	B	C								

UC = Unit of currency

Total A must = B + C

Appendix 6: Bank Reconciliation Form

Milestone Project, Bank Reconciliation

Bank account details:	<i>RNU Bank, Current account no. 00067891</i>
Bank statement date:	31 January 2009
Bank statement sheet number:	37

A. Balance as on bank statement:	12,024.98
Less payments in cashbook, not on statement	
<i>04/01 chq no. 13575 NGO Assembly</i>	(50.00)
<i>25/01 chq no. 13585 Telecomms Co.</i>	(657.30)
<i>29/01 chq no. 13586 J. Joshi</i>	(2,300.00)
B. Total deduction	(3,007.30)
Plus receipts in cashbook, not on statement	
<i>28/01 Course fees</i>	1,500.00
C. Total addition	1,500.00
Less receipts on statement, not in cashbook	
<i>None</i>	
D. Total deduction	0.00
Plus payments on statement, not in cashbook	
<i>Bank charges</i>	35.00
E. Total addition	35.00
F. Balance in Bank Book [A-B+C-D+E]	10,552.68

Reconciliation performed by: **A.D.Ministrator**Signed: **ADM**

Date: 7 Feb 09

Reconciliation checked by: **A. Treasurer**Signed: **AT**

Date: 9 Feb 09

Appendix 7: Receipts & Payments Account

Receipts and Payments Account for the Milestone Project		
1 January to 31 December 2008		
	UC	UC
<u>Opening balance cash and bank</u>		2,880
<u>RECEIPTS</u>		
Donor grants Received:		
– DFID	48,000	
– SMILE Trust	43,000	
Donations & fundraising	750	
Training fees	13,540	
Sales	11,406	
Bank interest	832	
<u>Total receipts</u>		117,528
<u>PAYMENTS</u>		
Personnel costs	46,580	
Training expenses	20,588	
Vehicle running expenses	14,886	
Audit/accountancy	510	
Bank charges	455	
Board meetings	2,156	
Postage & stationery	4,768	
Publicity	396	
Rent & utilities	9,985	
Repairs & renewals	689	
Telephones & fax	9,450	
Office Equipment	1,850	
<u>Total payments</u>		(112,313)
<u>Closing balance cash and bank</u>		8,095

UC = Unit of Currency

Appendix 8: Income & Expenditure Account

Milestone Project

Statement of Income & Expenditure for the year ended 31 December 2008

	UC	UC	2007 UC
INCOME:			
Donor Income:			
-DFID	48,000		45,000
-SMILE Trust	<u>48,000</u>	96,000	45,000
Other Income:			
-Donations & Fundraising	6,750		6,600
-Training Fees	14,640		12,250
-Sales	11,765		6,768
-Bank Interest	<u>832</u>	<u>33,987</u>	<u>698</u>
TOTAL INCOME:		<u>129,987</u>	<u>116,316</u>
EXPENDITURE:			
Personnel Costs		52,580	48,780
Training Expenses		20,588	18,743
Vehicle Running Expenses		15,686	12,670
Depreciation		12,455	13,633
Administration:			
-Audit/Accountancy	587		500
-Bank Charges	455		387
-Board Meetings	2,057		1,480
-Postage & Stationery	4,838		6,776
-Publicity	396		325
-Rent & Utilities	9,994		6,524
-Repairs & Renewals	539		324
-Telephones & Fax	<u>9,341</u>	28,207	<u>6,803</u>
TOTAL EXPENDITURE:		<u>129,516</u>	<u>116,945</u>
EXCESS OF INCOME /(EXPENDITURE) FOR THE YEAR:		471	(629)

UC = Unit of Currency`

Appendix 9: Balance Sheet

Milestone Project
Balance Sheet as at 31 December 2008

	<i>Note</i>	2008 UC	2008 UC	2007 UC
Fixed Assets				
Tangible Assets	1		112,091	122,696
Current Assets				
Cash at bank and in hand		8,095		2,880
Grants Receivable		10,000		5,000
Debtors	2	<u>2,459</u>		<u>1,000</u>
		20,554		8,880
Current Liabilities payable within 12 months				
Creditors and accruals	3	<u>3,262</u>		<u>2,664</u>
Net Current Assets			<u>17,292</u>	<u>6,216</u>
Net Assets			<u>129,383</u>	<u>128,912</u>
 <i>Represented by:</i>				
FUNDS	4			
General Purposes Fund			13,292	6,216
Designated Fund – Equipment Replacement			4,000	-
Designated Fund – Fixed Assets			112,091	122,696
Total Funds			<u>129,383</u>	<u>128,912</u>

[UC = Unit of Currency]

Appendix 10: Notes to the Accounts

Note 1 – Fixed Assets

	UC	UC
Value at 1 January	122,696	130,329
Plus: Additions during the year	1,850	6,000
Less: Depreciation for wear & tear	<u>(12,455)</u>	<u>(13,633)</u>
	112,091	122,696

Note 2 – Schedule of Debtors as at 31 December 2008

<u>Description</u>	UC
Training fees due for 2008 courses	2,100.00
Misc. sales invoices	<u>359.00</u>
Total Debtors & Prepayments	2,459.00

Note 3 – Schedule of Creditors & Accruals as at 31 December 2008

<u>Payee</u>	<u>Description</u>	UC
ML Electricity Co.	December electricity bill	375.21
Telecomms Ltd	December telephone a/c	657.30
City Stationers Ltd	Photocopying paper	145.25
Newman's Garage	December petrol, new tyres	1,362.00
J. Joshi	Travel expenses for December	135.00
PWC	Audit fee for 2008 audit (est.)	<u>587.00</u>
	Total Creditors & Accruals	3,261.76

Note 4 – Accumulated Funds

	2008	2007
	UC	UC
Balance at beginning of the year	128,912	129,541
Plus surplus/(less deficit) for period	<u>471</u>	<u>(629)</u>
Balance at the end of the year	129,383	128,912

The designated fund for fixed assets (or Capital Fund) represents the resources invested in the organisation's tangible fixed assets, and which are therefore not readily available for other purposes.

Appendix 11: Consolidated Budget

Milestone Consolidated Budget

1 January to 31 December 2009

		Total Budget	Cost Centre Budgets:		
			01 Co-ordination Dept.	02 Building Dept.	03 Metalwork Dept.
INCOME		UC	UC	UC	UC
DONORS	DFID	90,000	20,000	35,000	35,000
	Smile Trust	90,000	18,000	36,000	36,000
	Vanguard Society	15,000	0	0	15,000
OTHER	Bank Interest	1,000	1,000	0	0
	Donations & fundraising	8,000	2,000	3,000	3,000
	Sales	24,800	0	15,300	9,500
	Training Fees	42,500	100	21,200	21,200
	Total Income:	271,300	41,100	110,500	119,700
EXPENDITURE					
ADMINISTR- ATION	Audit/accountancy	4,500	1500	1500	1500
	Bank charges	600	200	200	200
	Board Meetings	1,200	400	400	400
	Depreciation	6,000	2,000	2,000	2,000
	Postage & stationery	7,500	2,500	2,500	2,500
	Publicity	1,500	500	500	500
	Rent & utilities	9,000	3,000	3,000	3,000
	Repairs & renewals	1,500	500	500	500
	Telephones/fax	6,300	2,100	2,100	2,100
STAFF	Salaries	47,700	0	23,850	23,850
	Housing costs	7,200	7,200	0	0
	Medical insurance	8,600	0	4,300	4,300
	In-service training	4,500	1,500	1,500	1,500
	Recruitment	0	0	0	0
	Travel & subsistence	3,000	1,700	650	650
VEHICLE RUNNING	Fuel	9,000	4,000	2,500	2,500
	Vehicle Insurance	18,000	6,000	6,000	6,000
	Vehicle maintenance	24,000	8,000	8,000	8,000
TRAINING	Fees & honoraria	3,000	0	1,500	1,500
	Food & accommodation	16,000	0	8,000	8,000
	Training Materials	92,200	0	41,500	50,700
Total Expenditure:		271,300	41,100	110,500	119,700
Surplus/deficit		0	0	0	0

Appendix 12: Budget Worksheet

Milestone Project: Metalwork Department Budget Worksheet (Direct Project Costs)

Budget period: 1 January to 31 December 2009

Ref	Budget Item	Unit Type	No. Units	Frequ-ency	Unit Cost UC	Total UC	Notes	Account Code
A	Project Staff Costs					30,300		
A1	Metalwork trainer salary	Month	12	1	1,775	21,300	1 x Full time post	4030
A2	Government taxes	Month	12	1	212.5	2,550	Approx. 12% of salary	4030
A3	Medical insurance	Lumpsum	1	1	4,300	4,300	20% of annual salary (rounded up)	4030
A4	Staff training	Days	5	2	150	1,500	2 x 5 days technical training in RSA	4010
A5	Meal allowances	Days	10	12	4	480	Average 10 days per month	4040
A6	Study tour bus fare	Person	2	1	85	170	To Johannesburg	4040
B	Project Inputs					76,700		
B1	Fuel	Kilometer	5,000	1	0.5	2,500	Estimate based on previous year	5010
B2	Insurance for vehicle	Lumpsum	1	1	6,000	6,000	As per quotation	5020
B3	Vehicle maintenance	Quarterly	4	1	2,000	8,000	Estimate based on previous year	5030
B4	Fees for guest tutors	Days	3	4	125	1,500	4 workshops, 3 day seach	6010
B5	Food & accommodation	Participant	20	4	100	8,000	18 trainees + 2 trainers, 4 workshops	6020
B6	Training Materials	Lumpsum	1	4	12,675	50,700	Raw materials/tools, as per quotation	6030
	Total Direct Project Costs:					107,000		

UC = Unit of currency

Appendix 13: Cashflow Forecast

Milestone Summarised Cashflow Forecast: 1 January to 31 December 2009

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<u>Incoming cash</u>												
DFID grant	18,000	0	0	24,000	0	0	24,000	0	0	24,000	0	0
Smile Trust grant	0	0	22,500	0	0	22,500	0	0	22,500	0	0	22,500
Vanguard Society grant	0	0	7,500	0	0	0	7,500	0	0	0	0	0
Bank Interest	40	5	0	0	71	0	0	74	0	26	96	0
Sales income	2,000	2,000	2,000	2,000	2,000	2,000	1,500	1,800	2,000	2,000	2,500	3,000
Donations	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000
Training fees	3,500	7,000	0	7,000	3,500	0	0	7,000	3,500	0	7,500	3,500
A .TOTAL CASH IN	23,540	9,005	34,000	33,000	5,571	26,500	33,000	8,874	30,000	26,026	10,096	31,000
<u>Outgoing cash</u>												
Administration costs	2,000	2,000	5,000	2,000	2,000	7,100	2,000	2,000	2,000	2,000	2,000	2,000
Staff costs	5,600	5,600	5,600	5,600	5,600	5,600	6,200	6,200	6,200	6,200	6,200	6,400
Vehicle Running costs	22,000	2,500	2,500	3,000	2,500	2,500	3,000	2,500	2,500	3,000	2,500	2,500
Training programme	1,000	25,000	2,000	2,000	25,000	1,000	2,000	25,000	2,000	1,000	25,000	200
B. TOTAL CASH OUT	30,600	35,100	15,100	12,600	35,100	16,200	13,200	35,700	12,700	12,200	35,700	11,100
C. Net cash flow [A - B]	(7,060)	(26,095)	18,900	20,400	(29,529)	10,300	19,800	(26,826)	17,300	13,826	(25,604)	19,900
D. Cash available at start of month	8,095	1,035	(25,060)	(6,160)	14,240	(15,289)	(4,989)	14,811	(12,015)	5,285	19,111	(6,493)
E. Cash available at end of month [C + D]	1,035	(25,060)	(6,160)	14,240	(15,289)	(4,989)	14,811	(12,015)	5,285	19,111	(6,493)	13,407

Appendix 14: Budget Compared To Actual Report

Milestone Project – Budget Compared to Actual Report: 1 January to 31 March 2009

	TOTAL BUDGET		1 January to 31 March BUDGET		ACTUAL		VARIANCE (adv)/fav	VARIANCE %	NOTES
	UC		UC		UC				
Income (actual receipts)									
Donors	90,000		25,000		25,000	0	0%		
DFID	90,000		25,000		25,000	0	0%		
Smile Trust	15,000		3,750		6,350	2,600	69%	Project tools purchased/reimbursed early	
Vanguard Society	1,000		250		205	(45)	-18%		
Other	8,000		2,000		350	(1,650)	-83%	Fundraising strategy to be reviewed	
Bank Interest	24,800		6,200		5,462	(738)	-12%		
Donations	42,500		14,167		14,500	333	2%		
Sales									
Training Fees									
TOTAL	271,300		76,367		76,867	500	0.7%		
Expenditure (includes commitments)									
Administration	4,500		0		0	0	0%		
Audit fees	600		150		105	45	30%		
Bank charges	1,200		150		127	23	15%		
Board Meeting	6,000		0		0	0	0%	Year end book adjustment	
Depreciation	7,500		1,875		636	1,239	66%	Delay in printing the annual report	
Post & stationery	1,500		375		200	175	47%		
Publicity	9,000		2,250		2,100	150	7%		
Rent & utilities	1,500		375		327	48	13%		
Repairs & renewals	6,300		1,575		1,982	(407)	-26%	Aware of problem, making efforts to improve	
Telephones/fax	63,500		15,875		15,150	725	5%		
Salaries & benefits	4,500		1,125		1,000	125	11%		
Staff	0		0		0	0	-		
In-service training	3,000		750		835	(85)	-11%		
Recruitment	9,000		2,250		3,675	(1,425)	-63%	Error on our original budget – request review	
Travel & subs.	18,000		17,500		17,500	0	0%		
Vehicle Running	24,000		6,000		5,608	392	7%		
Fuel	3,000		750		500	250	33%		
Vehicle Insurance	16,000		4,000		4,930	(930)	-23%	Costs for April course incurred in this quarter	
Vehicle maintenance	92,200		23,050		26,450	(3,400)	-15%	Costs for April course incurred in this quarter	
Vehicle Insurance									
Vehicle maintenance									
Training									
Fees & honoraria									
Food & accomm.									
Training Materials									
TOTAL	271,300		78,050		81,125	(3,075)	-4%		
SURPLUS/(DEFICIT)	0		(1,683)		(4,258)	(2,575)			

Appendix 15: Donor Report

Budget items:	30-Sep-09		31-Dec-09		Rate applied:		3.75		See Report note no.
	1	2	3	4 [2 - 3]	5	6	7	8 [7 - 4]	
	Annual Budget GBP	Budget last Qtr GBP	Actual last Qtr GBP	Balance remaining GBP	Spent to date GBP	Spent to date %	Budget next Qtr GBP	Grant claim GBP	
Administration	1,200	0	0	0	1,267	106%	0	0	
	160	40	29	11	91	57%	32	21	
	320	27	23	4	303	95%	27	23	
	1,600	0	0	0	0	0%	1,600	1,600	1
	2,000	500	426	74	1,814	91%	187	113	
	400	100	43	57	189	47%	200	143	
	2,400	600	586	14	1,745	73%	573	560	
	400	100	57	43	212	53%	187	143	
	1,680	420	572	(152)	1,548	92%	415	567	2
	16,933	4,233	4,280	(47)	12,411	73%	4,280	4,327	
	1,200	300	859	(559)	1,170	98%	30	589	3
	0	0	0	0	36	-	0	0	
	800	200	210	(10)	585	73%	195	205	
	2,400	600	773	(173)	2,622	109%	874	1,047	4
	4,800	0	40	(40)	4,720	98%	0	40	
	6,400	1,600	1,297	303	5,087	79%	1,307	1,004	
	800	200	400	(200)	653	82%	147	347	
	4,267	1,067	1,027	40	3,501	82%	1,040	1,000	
	24,587	6,147	6,157	(11)	18,455	75%	6,133	6,144	
TOTAL	72,347	16,133	16,780	(647)	56,409	78%	17,226	17,873	
Total apportioned to DFID:	24,000	5,324	5,537	(213)	18,615	78%	5,385	5,599	
% apportioned to DFID:	33%	33%	33%	33%	33%		33%	31%	

	GBP
Qtr 1	6,667
Qtr 2	5,867
Qtr 3	5,867
Qtr 4	5,599
TOTAL	24,000

Schedule of DFID grants received/duel

Appendix 16: Budget Forecast

Milestone Project Budget Forecast to 31 December 2009

	TOTAL BUDGET		Actual - 1 January to 30 September				TOTAL To 30 Sept		Forecast Quarter 4		TOTAL ANTICIPATED	
	UC		Quarter 1	Quarter 2	Quarter 3	UC	UC	UC	UC	UC	UC	
Income												
DFID	90,000		25,000	22,000	22,000	0	69,000	21,000	90,000			
Smile Trust	90,000		25,000	25,000	25,000	0	75,000	15,000	90,000			
Vanguard Society	15,000		6,350	0	8,500	0	14,850	0	14,850			
Bank Interest	1,000		205	196	226	0	627	200	827			
Donations	8,000		350	895	3,250	0	4,495	800	5,295			
Sales	24,800		5,462	4,670	6,785	0	16,917	7,000	23,917			
Training Fees	42,500		14,500	6,900	11,200	0	32,600	9,500	42,100			
TOTAL	271,300		76,867	59,661	76,961		213,489	53,500	266,989			
Expenditure												
Audit fees	4,500		0	4,750	0	0	4,750	0	4,750			
Bank charges	600		105	125	110	0	340	120	460			
Board Meeting	1,200		127	924	85	0	1,136	100	1,236			
Depreciation	6,000		0	0	0	0	0	6,000	6,000			
Post & stationery	7,500		636	4,568	1,598	0	6,802	700	7,502			
Publicity	1,500		200	350	160	0	710	750	1,460			
Rent, ins. & utilities	9,000		2,100	2,243	2,199	0	6,542	2,150	8,692			
Repairs & renewals	1,500		327	256	213	0	796	700	1,496			
Telephones/fax	6,300		1,982	1,678	2,145	0	5,805	1,558	7,363			
Salaries & benefits	63,500		15,150	15,340	16,050	0	46,540	16,050	62,590			
In-service training	4,500		1,000	167	3,222	0	4,389	111	4,500			
Recruitment	0		0	135	0	0	135	0	135			
Travel & subsistence	3,000		835	569	789	0	2,193	731	2,924			
Fuel	9,000		3,675	3,257	2,900	0	9,832	3,277	13,109			
Vehicle Insurance	18,000		17,500	50	150	0	17,700	0	17,700			
Vehicle maintenance	24,000		5,608	8,603	4,865	0	19,076	4,900	23,976			
Fees & honoraria	3,000		500	450	1,500	0	2,450	550	3,000			
Food & accomm.	16,000		4,930	4,350	3,850	0	13,130	3,900	17,030			
Training Materials	92,200		26,450	19,667	23,090	0	69,207	23,000	92,207			
TOTAL	271,300		81,125	67,482	62,926		211,533	64,597	276,130			
SURPLUS/(DEFICIT)	-		-4,258	-7,821	14,035		1,956	-11,097	-9,141			

AGM costs were under estimated.
 Expect the major event in November
 Expenditure levels are generally on track.
 Major repairs expected in the month of December
 Phone rates were raised by phone company.
 On track
 Last Qtr will not be very busy.
 Estimate based on activity plan
 Estimate based on activity plan
 Estimate based on activity plan
 On track

Appendix 17: Financial Management Work Plan

KEY: ----- = daily x = no. weeks

FINANCIAL ACCOUNTING ROUTINES		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Banking	Daily												
Payroll	Monthly	x											
Prepare Payment vouchers/cheques	Daily		x										
Prepare/check Purchase Orders	Daily												
Reimburse/reconcile p.cash / advances	Weekly	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx
Update Cash Book	Weekly	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx
Bank reconciliation	Monthly	x	x	x	x	x	x	x	x	x	x	x	x
Trial Balance	Monthly	x	x	x	x	x	x	x	x	x	x	x	x
Filing	Daily												
Update stock records	Weekly	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx
Reconcile stock records	Monthly	x	x	x	x	x	x	x	x	x	x	x	x
YEAR END													
Year-end reconciliation	Annual												
Prepare financial statements	Annual												
Prepare year-end schedules	Annual												
Auditor's visit	Annual			x									
Income Tax annual return	Annual												
BUDGETING													
Prepare first draft budgets	Annual								xxxx				
Revise budgets	Annual									x			
Budget to Board for approval	Annual											x	
REPORTS													
Prepare Budget Monitoring Report	Quarterly	x			x			x					
Prepare Cash Flow Report	Monthly	x	x	x	x	x	x	x	x	x	x	x	x
Prepare Donor Reports													
- DFID	Quarterly		x			x			x				
- USAID	Quarterly	x			x			x			x		
REVIEWS													
Assets Register	Quarterly	x			x			x					
Insurance cover	Six months				x								
Chart of Accounts	Annually				x								
Delegated Authorities	Six months						x						x
Pay award	Annually												
Update Finance Manual	Annually												x

Appendix 20: Sample Payment Voucher

Payment Voucher

Date:		Amount:	
Supplier or payee details		Cheque No. or PCV Reference:	
Invoice No.:		Order No.:	
COST CENTRE Or DEPT. REFERENCE:		BUDGET CATEGORY / CODE:	
<p>DETAILS OF PAYMENT OR REQUEST FOR FUNDS:</p> 			
<p>HAVE ESTIMATES/QUOTATIONS BEEN OBTAINED? YES/NO</p> <p><u>If yes</u>, please attach copies and indicate preferred supplier with reasons.</p> <p><u>If no</u>, please state why not obtained.</p>			
CHECKED BY:			
ORIGINATED BY:		AUTHORISED BY:	
DATE:		DATE:	
ENTERED IN RECORDS BY:		DATE:	

Appendix 21: Sample Bank Reconciliation Form

Bank Reconciliation Form

Bank account details:	
Bank statement date:	
Bank statement sheet number:	
A. Balance as on statement:	
Less payments in cashbook, not on statement (e.g. un-presented cheques)	
B. Total deduction	
Plus receipts in cashbook, not on statement (e.g. unbanked income)	
C. Total addition	
Less receipts on statement, not in cashbook (e.g. income received directly into bank account)	
D. Total deduction	
Plus payments on statement, not in cashbook (e.g. direct debits & bank charges)	
E. Total addition	
F. Balance in Bank Book [A-B+C-D+E]	

Reconciliation performed by:

Signed:

Date:

Reconciliation checked by:

Signed:

Date:

Appendix 23: A Checklist for Good Practice

A. Minimum Requirements	
Standard	Why
<input checked="" type="checkbox"/> A valid supporting document for every transaction, (securely filed and stored for the minimum period required.)	Protection for staff, evidence and details of transaction.
<input checked="" type="checkbox"/> A cash book for every bank account, reconciled every month.	To organise and summarise transaction information; check for errors and omissions.
<input checked="" type="checkbox"/> A Chart of Accounts – used consistently in the accounting records and budgets	Principle of consistency; to facilitate production of financial reports.
<input checked="" type="checkbox"/> A budget detailing costs and anticipated income for all operations.	Planning, fundraising, control and reporting.
<input checked="" type="checkbox"/> Clear delegation of authority – from governing body through the line management structure.	To know who is responsible for what and within what limits.
<input checked="" type="checkbox"/> Separation of duties – sharing finance admin duties between at least two people	To prevent temptation to steal and reduce opportunity to commit fraud; to share the load.
<input checked="" type="checkbox"/> Annual financial statements – preferably audited by an independent person.	Accountability to stakeholders; transparency.
B. Good Practice	
Standard	Why
<input checked="" type="checkbox"/> Additional accounting records when staff employed (wages book) or assets owned (Assets Register).	To meet statutory and audit requirements; for control purposes.
<input checked="" type="checkbox"/> Budgets based on real activity plans, which include the full cost of running a project.	Realistic, more likely to meet targets.
<input checked="" type="checkbox"/> Budgets with clear calculations and notes.	Easy to read and make adjustments. Easy to justify calculations.
<input checked="" type="checkbox"/> Separate core costs budget.	Encourages active management and financing strategy for core costs
<input checked="" type="checkbox"/> Monthly cash flow forecast.	Helps to identify and take action to avoid short-term cash flow problems.
<input checked="" type="checkbox"/> Use of Cost Centres for multiple donors and/or projects.	To separate restricted funds and related transactions to facilitate reporting to managers and donors.
<input checked="" type="checkbox"/> Funding grids for multiple donors situations.	To avoid double-funding situations and identify areas of shortfall.
<input checked="" type="checkbox"/> Budget monitoring reports each month.	To monitor progress; control purposes.
<input checked="" type="checkbox"/> Written policies and procedures	To prevent confusion about organisation rules and expected practice.
<input checked="" type="checkbox"/> Diversified income – mix of restricted and unrestricted funds.	Less vulnerable to financial shocks; helps to build up reserves.
<input checked="" type="checkbox"/> A reasonable level of reserves.	Less vulnerable to financial shocks; helps overcome cashflow problems

Appendix 24: Integrating Financial Management Checklist

Statement of practice	True	Some-times	Not true
1. The Chief Executive takes an active interest in financial management issues.	3	2	1
2. Programme staff's job descriptions set out specific financial management roles and responsibilities.	3	2	1
3. Programme staff receive financial management training, either on formal courses or as 'on-the-job' training.	3	2	1
4. Senior managers lead by example and comply with the financial policies and procedures.	3	2	1
5. Programme staff generally comply with accounting requirements and procedures.	3	2	1
6. Programme staff never complain that financial policies and procedures are too bureaucratic or impractical.	3	2	1
7. If <u>any</u> member of staff does not follow the policies and procedures, this leads to some kind of sanction or warning (as opposed to people getting away with it).	3	2	1
8. Finance policies and procedures written down (for example in a Finance Manual) and circulated to all staff.	3	2	1
9. Non-finance staff are consulted on the practicality and 'user friendliness' of financial paperwork (e.g. vehicle log sheets, payment forms and expenses claims).	3	2	1
10. Finance staff and programme staff meet regularly to discuss programme plans and progress on objectives.	3	2	1
11. Programme staff receive regular budget monitoring reports <u>and</u> use them for managing their programmes?	3	2	1
12. The Chart of Accounts (a list of accounts codes/categories) is made available to programme staff.	3	2	1
13. The finance staff are known to be approachable and willing to discuss queries with programme staff.	3	2	1
14. The finance department 'valued' by the organisation – e.g. it is adequately resourced; it is represented on the management team.	3	2	1
15. Finance staff are involved in the strategic planning process.	3	2	1
16. Budgets are delegated, and managed and implemented at project level.	3	2	1
17. Finance staff are involved in the annual budgeting process.	3	2	1
18. Programme staff are involved in the annual budgeting process.	3	2	1
19. The senior financial officer never complains of being bogged down by day to day paperwork and authorisation duties.	3	2	1
20. Senior programme staff are authorised to sign documentation on behalf of the NGO, within specified limits (e.g. purchase orders, cheques, contracts).	3	2	1

Appendix 25: Mango's Health Check

Mango's Health Check

How healthy is financial management in your
not-for-profit organisation?

Version 3
2009

Contents

Introduction	1
Sections:	
1 Planning & budgeting	3
2 Basic Accounting systems	4
3 Financial reporting	5
4 Internal controls	6
5 Grant management	7
6 Staffing	8
Interpreting your score	9
Additional Resources	10
Glossary	11

About Mango

Mango is a UK based charity which exists to strengthen the financial management of not-for-profit organisations, including NGOs. Mango publishes freely available tools, like this one, as well as running training courses and providing finance staff to work with NGOs. See www.mango.org.uk for more details.

What can Mango's Health Check do?

Mango's Financial Health Check can help you assess the health of your organisation's financial management. It is designed as a self assessment tool so that you can identify the areas where you need to improve.

The Health Check is a set of statements of good practice. They cover all the key areas of NGO financial management. For each statement, you need to consider how well your own organisation is in line with good practice. By the end of the Health Check you will be able to tell if the financial management in your organisation is healthy or sick - and whether you need to call a doctor!

You may like to run the Health Check again after a year or two, to assess and monitor your progress.

What can Mango's Health Check NOT do?

Every organisation is different and financial management systems must reflect this. A 'one size fits all' approach cannot work. But the key aspects of good practice are the same for most organisations most of the time. The Health Check focuses on those key aspects. They are the foundation stones of good practice.

Mango's Financial Health Check only provides a general indication of the health of your organisation's financial management. It is not an exhaustive list of all aspects of financial management.

It is not an audit and it does not describe a standard set of procedures which are relevant in every situation. It is not appropriate to set a score as a 'pass rate' for partner assessment. It is not appropriate to compare scores of two organisations and make conclusions about differences between them.

Who is Mango's Financial Health Check designed for?

It has been particularly designed for small and medium sized not-for-profit organisations (or field offices). This may include Non Governmental Organisations, schools, medical centres, churches etc. It is not designed for the head offices of international organisations.

How to use Mango's Health Check

The Health Check can be run by any member of staff or a trustee. You do not need specialist financial skills to complete it. It includes explanations of each section and a glossary of the financial terms used.

The most useful way to use this tool is to complete it in a 2-3 hour workshop meeting, with input from the Treasurer, Chief Executive Officer, Senior Managers, and a selection of budget holders, finance staff and field staff (ideally 5- 7 people).

Taking each statement of best practice in turn, discuss whether it is true, or is in place, or happens in your organisation. Agree on a score based on what actually happens, not what is supposed to happen, or what is documented in your finance manual. The scores available are 5,4,1 and 0 only.

Explanation	Score
Our practice is totally in accordance with the statement	5
Close to 5, but not quite there	4
Close to 0, but not that poor	1
This is not in place, or is not true or does not happen	0

Clearly a degree of judgement is required to decide between '4' or '1', and it is not an exact science. If you cannot give yourselves a clear cut 5 or 0, you need to decide which one you are closer to.

Often the real value in this exercise is not the score itself so much as the conversations and the details of issues discussed.

Make good notes and keep a list of action points as they come up.

Ring the score for each statement. Add up the total for each section and transfer it to page 9 to get a total. Then interpret the score using the guidance given.

Comments

Mango welcomes comments on its tools and publications. Please send any comments or suggestions you might have on the Health Check to: guide@mango.org.uk. Thank you!

The Health Check is also available in other languages here:
<http://www.mango.org.uk/Guide/HealthCheck>

Section 1	Planning & budgeting
------------------	---------------------------------

Budgeting is about working out how much your planned activities are likely to cost. Both programme and finance staff should be involved in setting budgets, to create a foundation for good cooperation and coordination during spending and budget monitoring.

Budgets have a crucial role to play in strong financial management. Budgets should be approved by the Board of Trustees, to check they reflect the planned strategic direction of the organisation. Project managers can use a budget to guide implementation and check on progress. Overhead costs that are shared by many projects also need to be carefully controlled by an assigned budget holder.

The codes used for your budget lines need to correspond to the codes used in your accounting system. Otherwise it will be difficult to track actual spending against expected spending in your budget monitoring reports.

A cash flow forecast is as important as a budget. It constantly looks 3-6 months into the future, starting with the actual cash available now. It helps you to prioritise the timing and scale of planned activities and to spot cash flow problems in good time.

Ref	Statement of best practice	Score			
		5	4	1	0
1.1	Budgets are prepared in good time for all the costs of running the organisation	5	4	1	0
1.2	Both finance and programme staff are involved in setting budgets	5	4	1	0
1.3	Project budgets are based on the costs of planned activities	5	4	1	0
1.4	Budget worksheets include explanatory notes and clear calculations	5	4	1	0
1.5	A separate budget is prepared for core costs (overheads)	5	4	1	0
1.6	Organisational budgets are approved by the Board of Trustees	5	4	1	0
1.7	A named individual (budget holder) is responsible for implementing and managing each budget	5	4	1	0
1.8	Budget codes match (or correspond to) accounting codes	5	4	1	0
1.9	All planned operational costs are adequately funded	5	4	1	0
1.10	A cash flow forecast is prepared every month	5	4	1	0
Total score for planning & budgeting					

Section 2	Basic accounting systems
------------------	---------------------------------

Every financial transaction should be backed up by a 'supporting document', e.g. a receipt, invoice or sign sheet (eg for many travel reimbursements). This is the evidence that a specific transaction has taken place.

Every transaction involving paying out or receiving money should be written down in a cashbook. It can be kept in a physical cashbook or petty cashbook, on an Excel spreadsheet or as part of a computerised accounting package. Every entry in the cashbooks should be referenced back to the relevant supporting document.

It is important to check the accuracy of the accounting books at the end of each month by carrying out two essential 'reconciliations'. The bank statement balance is compared to the bank cashbook closing balance. A physical cash count is done to check the closing balance in the petty cash book.

Accounting works by assigning codes to each transaction entered in the cashbooks. The unique list of accounting codes that an organisation uses is called its "Chart of Accounts". Another set of codes can be used to assign transactions to a specific project or donor. These are called 'cost centre' codes.

Ref	Statement of best practice	Score			
		5	4	1	0
2.1	Every payment made has a supporting document providing evidence	5	4	1	0
2.2	All cash or cheques received are recorded on pre-numbered carbon copy receipts (<i>if no cash/cheques received score 5</i>)	5	4	1	0
2.3	All payments and receipts are recorded in cashbooks (date, description, amount)	5	4	1	0
2.4	There is a separate cashbook for each bank and cash account	5	4	1	0
2.5	Every entry in the cashbooks is cross referenced to a supporting document	5	4	1	0
2.6	All cashbooks are updated at least once per month	5	4	1	0
2.7	All cashbooks are written neatly in permanent ink or on computer	5	4	1	0
2.8	A standard Chart of Accounts is used to code (or classify) each transaction in the cashbooks	5	4	1	0
2.9	Transactions are also classified by project or donor using a standard list of 'cost centres'	5	4	1	0
2.10	A bank reconciliation is done each month, for every bank account	5	4	1	0
2.11	A cash count reconciliation is witnessed and recorded each month	5	4	1	0
2.12	The organisation keeps track of amounts owed to others (eg suppliers) and owed by others (eg staff)	5	4	1	0
Total score for basic accounting systems					

Section 3	Financial reporting
------------------	----------------------------

The Board of Trustees need financial reports to oversee the finances of the organisation. Managers need up-to-date figures to monitor projects and make decisions. Donor agencies need reports to check the use of their money, and often as a condition for further funding. Increasingly, organisations are sharing financial information with beneficiaries to increase accountability and build confidence. An annual external audit verifies the accuracy of the financial statements.

The monthly financial reports should include an **Income and Expenditure** report showing money coming into the organisation and how it was spent. If the report compares the amount spent against budget, it is called a **Budget Monitoring Report**. The budget is supposed to be a tool not a straight jacket. Project managers should use financial reports to help make decisions so that the money is used efficiently and effectively to achieve desired outcomes.

It is also important to report on balances held at the end of each month or quarter. Balances includes the amount of money held (cash and bank), as well as amounts owed to the organisation (such as unaccounted working advances) and owed by the organisation (eg to suppliers / tax authorities).

Reports should be produced showing the relevant level of detail according to their use (eg for a single project or donor) or consolidated. Reports should also have the right format for their use, eg donor formats as per grant agreements, standard formats for annual audited accounts, accessible formats for beneficiaries, user friendly formats for managers.

NB: Donor reports are considered in **Section 5: Grant Management**.

Ref	Statement of best practice	Score			
		5	4	1	0
3.1	The board reviews financial reports every quarter	5	4	1	0
3.2	Senior managers discuss financial reports at least once every three months	5	4	1	0
3.3	Reports include details of cash and bank balances, amounts due (eg from staff) and owed (eg to suppliers)	5	4	1	0
3.4	Budget holders receive budget monitoring reports every month	5	4	1	0
3.5	Budget monitoring reports include explanations and comments about differences	5	4	1	0
3.6	Financial reports are used to help make decisions	5	4	1	0
3.7	Financial information is shared with beneficiaries at least once per year, in an accessible way	5	4	1	0
3.8	Annual audits are up-to-date (signed within 6 months of the year end)	5	4	1	0
Total score for reporting					

Section 4	Internal controls
------------------	--------------------------

NGOs use a lot of different internal controls to make sure that:

- Assets are safeguarded
- Accounting records are accurate and up to date
- Fraud and errors are prevented and detected
- Staff are protected

Note: the other sections of the Health Check also include important controls. For instance cash and bank reconciliations are important for checking accuracy of accounting records and identifying fraud.

Ref	Statement of best practice	Score			
		5	4	1	0
4.1	Cash is kept safely in a locked cashbox or safe, in the custody of one individual	5	4	1	0
4.2	All cash received is banked intact, ie without any being spent (if no cash is received, score 5)	5	4	1	0
4.3	All cheques are signed by at least two authorised signatories	5	4	1	0
4.4	Cheques are signed only when all the details have been properly filled in (ie no signatories ever sign blank cheques)	5	4	1	0
4.5	Bank reconciliations are checked by someone who did not prepare them	5	4	1	0
4.6	There is a written policy detailing who can authorise expenditure of different types or value	5	4	1	0
4.7	All transactions are properly authorised	5	4	1	0
4.8	Cash payments are authorised by someone other than the cashier	5	4	1	0
4.9	Different steps in the procurement process, (eg ordering, receiving and paying) are shared among different people.	5	4	1	0
4.10	Expenses claims for staff advances are checked by the same person who authorised the advance	5	4	1	0
4.11	Staff salaries (including advances and loans deductions) are checked each month by a senior manager	5	4	1	0
4.12	Statutory deductions (eg payroll taxes) are properly made and paid on time	5	4	1	0
4.13	All fixed assets (eg vehicles, computers, equipment) owned by the NGO are insured and controlled using a fixed assets register	5	4	1	0
4.14	There is an approved policies and procedures manual in place which is relevant to the organisation, and known by staff	5	4	1	0
4.15	A properly registered audit firm is selected by the trustees	5	4	1	0
Total score for internal controls					

Section 5	Grant management
------------------	-------------------------

Most NGOs get at least some of their funding as grants from donor partners. It is important to have a grant agreement in place that outlines the amounts and timings of funds to be transferred.

Donors tend to fund specific projects with specific budgets which form part of the agreement.

The grant agreement may also contain a number of grant conditions, including procurement rules and reporting requirements. Programme and Finance staff need to work together to ensure consistency between the narrative and financial reports about the same project.

Often NGOs work with several different donors at the same time. It is very important to keep track of which donor is funding which project (or part of a project). It is very bad practice to 'borrow' money received from a donor for a specific project for another purpose.

Ref	Statement of best practice	Score			
		5	4	1	0
5.1	There is a signed grant agreement in place for each grant	5	4	1	0
5.2	Senior Managers check the grant conditions are reasonable before signing agreements	5	4	1	0
5.3	Grant conditions on procurement are known by finance staff, budget holders and procurement officer(s)	5	4	1	0
5.4	There is compliance with the terms and conditions in grant agreements	5	4	1	0
5.5	Donors receive financial reports in the right format and on time	5	4	1	0
5.6	Donor financial and narrative reports are consistent and clearly linked to each other	5	4	1	0
5.7	Donor funds are kept for the activities they are meant for and never 'borrowed' for other activities	5	4	1	0
Total score for grant management					

Section 6**Staffing**

Good financial management is dependent on staff with the right skills, support, and attitude to carry out their responsibilities. All staff have a role to play in financial management. The accounting staff are part of a wider team including the Executive Director, Programme Managers and the Board. Integrating good financial management into programmes involves budget holders and finance staff working hand in hand through all the stages of the financial cycle (plan-do-review).

It may be difficult to assess the technical competence of accounting staff. Good indicators are the timeliness of reports, the neatness of files and records in the accounts office, and auditor's comments or recommendations.

Ref	Statement of best practice	Score			
6.1	The board includes someone with the skills needed to oversee all financial activities	5	4	1	0
6.2	The finance staff have the skills (and qualifications) needed to carry out all financial activities	5	4	1	0
6.3	Managers and programme staff have the financial skills they need to manage budgets and implement controls	5	4	1	0
6.4	Finance staff and budget holders work together well in payments processing and budget monitoring	5	4	1	0
6.5	Different roles within the finance function are clearly defined, known and followed	5	4	1	0
6.6	Senior staff lead by example in following control procedures	5	4	1	0
6.7	Finance staff are recruited freely and fairly on the basis of merit only	5	4	1	0
6.8	All staff receive the training and support they need to carry out their financial management responsibilities	5	4	1	0
Total score for staffing					

Interpreting your score

Record your score for each section in this table. Then compare it to the columns on the right and ring or shade the appropriate risk assessment for each section. Finally add up your total score and see the advice below.

Section	Your Score	High Risk	Medium Risk	Low Risk
1. Planning and budgeting		0 - 25	26 - 40	41 - 50
2. Basic Accounting Systems		0 - 30	31 - 50	51 - 60
3. Financial reporting		0 - 20	21 - 35	36 - 40
4. Internal controls		0 - 40	41 - 60	61 - 75
5. Grant management		0 - 15	16 - 25	26 - 35
6. Staffing		0 - 20	21 - 30	31 - 40
Total Score		0 - 150	151 - 240	241 - 300

Your score is over 240

Well done! Your financial management is in good shape. The risks of not being able to complete your work because of financial problems are low. But do also consider the risk assessment in each section: effective financial management requires strength in all six areas. Use this opportunity to make improvements and further reduce your financial risk.

Your score is between 151 and 240

Not bad! There is clearly some good financial practice in place, but still plenty of room for improvement. There is a risk that financial problems will prevent you from doing your work. Low scoring sections require immediate attention from managers.

Your score is less than 150

Work to be done! You have serious problems. Your financial management is not in good health. There is a high risk that you will face financial problems in the near future: funds may be misused, or donors may withdraw their financial support. Managers and trustees should meet urgently to discuss how the situation can be improved. You should consider calling in assistance as soon as possible. This must be dealt with right now.

Glossary

Account code	A code for a specific type of transaction. Transactions are given a code which describes what type of income or expenditure they are - e.g. 5050 Transport costs, 5600 Office rent etc.
Bank reconciliation	Comparing the month end balance on the bank statement to the month end balance in the cashbook and identifying any differences.
Budget	The best possible estimate of the cost of a set of activities over a given period of time, and of how you are going to pay for those activities
Cashbook	A book or spreadsheet that lists all of the receipts and payments made in to and out of a particular bank or cash account.
Cash reconciliation	Comparing the month end physical cash counted to the expected month end balance in the petty cashbook.
Cash flow forecast	A report that shows the expected timing of receipts and payments for the next 3-6 months (or longer).
Chart of accounts	A list of all account codes, including a description of each code.
Core costs	Costs shared by many projects. Also called overheads or indirect costs.
Cost centre	A label for a group of costs which are looked at together. For instance, different projects are often treated as different cost centres.
External audit	A review of the year-end financial statements carried out by a professionally qualified and legally registered auditor resulting in an opinion about whether they give a true and fair view.
Fixed asset	An item of high value owned by the organisation for use over a long period. Normally office equipment, vehicles and property.
Fixed asset register	A register (list) of the assets owned by the organisation, including details such as: reference number, date bought, purchase price, and location.
Payment voucher	An internal document raised for each payment. It provides a unique reference number and evidence of authorisation. Supporting documents are attached to it.
Petty cash records	The cashbook where cash transactions are recorded, and the supporting documents relating to each transaction.
Procurement	The process of purchasing goods and services. Steps in the process may include requesting, authorising, selecting suppliers, ordering, receiving and paying.
Receipt book register	A register (list) of receipt books as they come from the printers showing dates when each one is issued, finished and returned.
Reconciliation	The process of comparing information held in two sets of records that describe the same transactions.
Supporting document	The original documents that describe each transaction. These may include, receipts, invoices, delivery notes, sign sheets etc
Statutory deductions	Amounts which must be taken from an employee's pay before they receive it, such as income tax or national insurance contributions.
Transaction	Any exchange of goods, services or money in return for other goods, services or money. Most commonly receipts and payments.
Trustee	A member of an NGO's most senior governing body, who shares overall responsibility for the NGOs work.
Working advance	A sum of money entrusted to someone to spend on behalf of the organisation, which needs to be accounted for.