



Administrative, Financial, Accounting and Procurement Policy

POLICY NO.

002

Centre de Recherche sur l'Anti-Corruption (CERC)

CERC policies and procedures

June 2017

Contents

I. General provisions and regulatory framework	03
II. Budget management procedures	03
III. Accounting procedures	06
IV. Cash and bank management procedures	11
V. Procurement and supply procedures	16
VI. Stock management procedures	21
VII. Asset management procedures	26
VIII. Official mission procedures	30
IX-X. Overheads and reporting	32

I. General provisions and regulatory framework



This administrative, accounting and financial procedures manual has been introduced to provide CERC with a reference tool that strengthens its capacities and meets recognised management standards, so that it can better manage projects funded from its own resources or by other donors.

Life of this manual

This manual is, of course, intended to be updated as the structural framework evolves and as changes occur in the way operations are processed within the Association.

Updating the procedures manual is first and foremost the responsibility of CERC's Executive Directorate, which is best placed to observe the impact of a changing environment on the Association's working methods.

Abbreviations

The manual uses the following abbreviations, taken from the French terms of the forms and documents concerned.

Abbreviation	Meaning
BC	Purchase order (<i>bon de commande</i>)
BE	Dispatch note (<i>bordereau d'expédition</i>)
BR	Goods received note (<i>bon de réception</i>)
CA	Board of Directors (<i>Conseil d'administration</i>)
CDF	Congolese franc
CHQ	Cheque
DAO	Tender documents (<i>dossier d'appel d'offres</i>)
FEI	France Expertise Internationale
G/L	General ledger
OP	Payment order (<i>ordre de paiement</i>)
OV	Transfer order (<i>ordre de virement</i>)
PABA	Annual action plan and budget (<i>plan d'action et budget annuel</i>)
PV	Minutes, official report (<i>procès-verbal</i>)

CHAPTER I · I.1

Regulatory framework: general rules in force

I.1.1 General rules on levels of responsibility

By definition, three levels of responsibility apply to all administrative, financial and accounting operations, in line with the general principle of segregation of duties:

- **the Executive Director**, who is responsible for coordinating all actions undertaken in pursuit of the Association's objectives and ensures sound administrative and human resources management;
- **the Head of Administration, Finance and General Affairs**, who is responsible for ensuring that administrative and financial procedures are followed at all levels of the Association;
- **the Finance Officer**, who is responsible for the compliance of all financial transactions and for accounting management.

I.1.2 General rule on payments

In application of good practice to strengthen governance and transparency and to secure financial flows, all payments made by CERC require at least two authorised signatories.

Authorised signatories are appointed under the rules on delegated powers set by CERC's Board of Directors. The Board entrusts management responsibility to the Executive Directorate while retaining its supervisory role and its power of control.

II. Budget management procedures

II.1

General

Scarce resources and the need for rigorous and transparent management call for appropriate rules and procedures that allow costs to be kept under sound control. CERC must therefore equip itself with budgeting tools.

These budget management tools include in particular:

- budgeting procedures;
- budget implementation arrangements.

II. Budget management procedures (continued)

The first step of the budget preparation cycle is to define, for each budget heading, the strategic orientations, which must fall within the Association's mission, in order to test and ensure consistency between activities and mission. This is an important step, so each manager must be involved in identifying needs, choosing cost indicators, preparing the budget, implementing it, monitoring it and reviewing it periodically. The budget must be implemented in accordance with the agreements signed with the various donors and with this manual.

The overriding objective is to move towards an efficient and rational use of the available resources, and to ensure that resources serve the implementation of the strategic orientations defined by the Association.

II.2

General principles

Budget management comprises three phases, namely forecasting, implementation and control:

- budget forecasting consists of drawing up a precise programme to achieve, quantitatively and within a set time, a result planned in advance (a forecast over time with physical and financial data);
- budget implementation means making financial resources available to carry out the planned programmes and activities;
- budget control compares forecasts with actual results in order to show the variances between them.

II.3

Presentation of the budget

The budget is a by-product of the accounts, into which it is integrated.

The Annual Action Plan and Budget (PABA) is prepared by the Executive Directorate and validated and approved by the General Assembly.

The PABA sets out detailed costs by:

- focus area;
- objective;
- intervention strategy;
- activity or action;
- expenditure category.

II.4

Preparation of the annual work programme and budget

II.4.1 Management rules

- The PABA is prepared on the basis of the strategic action plan;
- the PABA covers one year;
- preparation of the PABA takes three months and involves all of CERC's key partners and CERC's members;
- a CERC technical committee prepares the PABA; it comprises:
 - the Executive Director;
 - the Head of Administration and Finance;
 - the Finance Officer;
 - the Programme Officer;
 - the Monitoring and Evaluation Officer;
 - the Project Managers;
- the PABA is submitted to the Board of Directors for its opinion and to the General Assembly for approval. A copy is reserved for each donor for funding purposes.

II.4.2 The procedure

The preparation of the PABA follows these steps:

Period	Actions	Responsible
1 July	Preparatory meeting for the preparation of the PABA	Executive Director Project Managers
2 July	Drafting and circulation of instructions for preparing the PABA	Programme Officer Finance Officer Executive Director
15 July	Submission of needs for the annual budget forecasts	Heads of Department
20 July	Preparation of the draft budget	Ad hoc technical committee
30 July	Discussion of the draft budget in the technical committee of the Executive Directorate	Ad hoc technical committee
15 August	Review of the draft budget	Board of Directors

II. Budget management procedures (continued)

Period	Actions	Responsible
August	Adoption of the draft budget	General Assembly
August	Circulation of the budget to the various partners	Executive Director

II.5

Budget implementation

II.5.1 Management rules

- The final approved budget is implemented by CERC's Executive Directorate.
- The Finance Officer monitors the implementation of the budgets allocated to the various departments under the supervision of CERC's Executive Director. Budgets are committed on the basis of the final version of the approved PABA.
- The head of the requesting department, the Head of Administration and Finance and the Finance Officer authorise the commitment of an expense after checking that it is eligible, that budget is available and that the funds needed to commit the expense are available.
- During implementation, any developments likely to alter the Association's forecasts are studied systematically and continuously.
- Budget implementation must be monitored monthly, quarterly, half-yearly and annually.
- Any change to the budget must be justified and requested by the Executive Director from the Board of Directors.

Use of the budget

- No expense is authorised unless it is included in the approved annual budget within the annual programmes and budgets;
- expenses are initiated by the Heads of Department;
- the opinion of the Finance Officer is required to confirm the eligibility of the expense and to indicate the budget line to be charged;
- an expense is only actually committed after the Executive Director's approval.

II.6

Budget control

II.6.1 Daily monitoring

During budget implementation, the Finance Officer checks the available budgets before any expense is committed.

For this purpose, a disbursement request and authorisation is drawn up for each category of expenditure.

II.6.2 Monthly monitoring

The Finance Officer:

- produces the monthly budget implementation statement, which allows reliable monitoring of budget implementation by focus area, by activity and by expenditure category;
- provides each month the budget implementation statement for the past month and the cumulative expenditure since the start of the year. These statements allow the Finance Officer to see how far projects have been implemented and to discuss any corrections and adjustments with the activity managers. The Finance Officer keeps the Executive Director regularly informed.

II.6.3 Quarterly monitoring

The Finance Officer provides the other managers with a statement of implementation of the part of the budget that concerns them for the past quarter, together with the cumulative expenditure since the start of the year. These statements are produced every quarter and included in the quarterly financial reports.

Reliable information requires the accounts to be kept up to date.

The Executive Director convenes meetings with the managers concerned to discuss the level of budget implementation and to recommend corrective action where necessary.

The following work must be carried out and monitored every quarter:

- preparation of the budget implementation statement by funding source and by budget line;
- preparation of the quarterly financial reports.

II. Budget management procedures (continued)

II.6.4 Drafting of reports

On the basis of the budget implementation statements, the Finance Officer drafts a financial report that includes in particular:

- an overall analysis of the financial situation and of performance against the objectives for the period;
- a detailed analysis of budget implementation by focus area, by activity and by expenditure category;
- an analysis of disbursements by expenditure category;
- an analysis of the cash position;
- the status of commitments.

III. Accounting procedures

III.1

Accounting framework

III.1.1 General framework of the accounting information system

III.1.1.1 General presentation

The accounting system is the organised set of documents needed to record accounting transactions. It determines the working methods and processes that make it possible to meet accounting, financial and compliance information needs effectively.

III.1.1.2 Specific accounting principles

Recognition of resources. Resources received from donors as pre-financing are recorded in the donor's current account until they are actually used, or in the "endowment funds received" or "funding received" accounts for funds not considered as advances to be accounted for.

Recognition of expenditure. Expenditure is recognised as soon as eligible invoices (compliant with the specific agreements) for supplies, works or services delivered to CERC have been accepted and paid by CERC.

Invoices unpaid or not yet received at the end of the financial year are provided for.

Foreign currency transactions. CERC's transactions are recorded in Congolese francs.

Accounting entries are made so as not to show exchange differences, or at least to minimise their impact. Any exchange difference relating to expenditure is added to or deducted from the cost of the activity to which the expenditure relates.

III.2

Chart of accounts

CERC's chart of accounts has four levels:

- class (e.g. 1);
- sub-class (e.g. 12);
- grouping accounts (e.g. 1201);
- general accounts (e.g. 1201000).

It allows:

- detailed monitoring of fixed assets;
- detailed monitoring of third parties;
- budgetary, geographical and financial monitoring.

III.2.1 Cost and budget accounting framework

To allow effective monitoring of CERC's activities, cost and budget accounting is based on five main lines of analysis:

- the project (in a multi-project context);
- the purpose of the expenditure (activity or component);
- the funding of the expenditure (donor);
- the implementing entity;
- the nature of the expenditure (category).

III.2.2 Specific features of projects: balance between uses and resources

Project accounting differs from company accounting in that it has no accounting profit objective. A project is an implementing structure that carries out activities financed by grants from the State or from donors. Project accounting must maintain a balance between expenditure (uses) and the grants (resources) that finance it.

The reporting system of the general accounts produces entry day books, subsidiary journals, general trial balances and general ledgers (G/L), analytical trial balances and ledgers, the full list of fixed assets, the statement of uses and resources, the balance sheet and the income and expenditure accounts.

III. Accounting procedures (continued)

The reporting of the cost and budget accounts, for its part, produces:

- budget dashboards for monitoring by activity, by funding source, by disbursement category of the grant agreement, etc.;
- financial monitoring reports (FMR): sources and uses of funds by expenditure category, sources and uses of funds by component, uses of funds by activity, reports on the procurement of goods and works, reports on the procurement of consultancy services;
- etc.

III.2.3 Depreciation of fixed assets

Fixed assets are recorded at historical cost. Fixed assets acquired in foreign currency are recorded at the exchange rate on the day the supplier is paid. Depreciation is calculated using the following rates:

Item	Estimated useful life	Depreciation rate
Software	3 years	33%
Buildings and civil engineering	20 years	5%
IT equipment	3 years	33%
Vehicles	4 years	20%
Equipment and tools	5 years	20%
Office furniture and equipment	5 years	20%

III.2.4 Principles for entering accounting documents

In the software, all accounting entries are made in journals. The types of journal used are the cash and bank journals, the miscellaneous transactions journal, the payroll (salaries) journal, the grants journal, the fixed assets journal, the purchases journal and the sales journal.

Entries are made by the accountants from coding slips prepared beforehand.

Entries are recorded in day books. The day books are checked and validated by the Accountant.

III.3

Accounting organisation

III.3.1 Organisation of the accounting system

The accounting organisation must meet the requirements of regularity and security that guarantee the authenticity of entries. The accounts must:

- be kept in CDF;
- use double-entry bookkeeping (debit/credit);
- allow entries to be supported by dated, retained and filed documents;
- record transactions in chronological order;
- identify each entry by stating its origin, its account coding, the content of the transaction and the references of the supporting document;
- allow the existence and value of CERC's assets, receivables and payables to be checked for the inventory;
- set up a chart of accounts;
- maintain the mandatory books.

The mandatory accounting books are:

- the journals;
- the general ledger;
- the trial balance;
- the inventory book.

Basic principles for data entry:

- all accounting documents are entered in chronological order;
- every entry must be based on referenced documents;
- entries must be checked before they are validated;
- validated entries cannot be changed.

III.3.2 Accounting work

The procedure for recording accounting documents has five stages:

- receipt and registration of invoices and supporting documents;
- verification and approval;
- account coding and data entry;
- chronological filing of all documents;
- printing of the accounting documents.

III. Accounting procedures (continued)

Schedule of accounting work: daily work

Bank transactions:

- coding of bank transactions (cheques, transfer orders, deposit slips, debit and credit advices, cheque remittances);
- checking of the coding;
- entry of bank transactions in the accounting software;
- printing of the entry day books;
- checking of the entries;
- validation of the entries.

Cash:

- coding of cash transactions;
- checking of the coding;
- entry of cash transactions in the accounting software;
- printing of the entry day books;
- checking of the entries;
- validation of the entries.

Purchases:

- coding of invoices by the Accountant;
- checking of the coding by the Finance Officer;
- numbering of supporting documents by the accountants;
- entry of invoices by the accountants;
- filing of supporting documents by the accountants.

Monthly work

Bank transactions:

- collection of bank statements;
- recording of bank charges;
- entry of bank charges;
- printing of the bank journals;
- checking of the month's entries;
- preparation and analysis of bank reconciliation statements;
- recording of any adjusting entries;
- printing of the final bank and cash journals;

- checking of the filing of bank documents (bank statements, credit and debit advices, transfer orders, etc.) and cash documents;
- follow-up of uncleared cash and bank transactions (pending transfers, cheques or documents received but not forwarded, etc.).

Accounting follow-up:

- printing of the general ledger and the general trial balance;
- printing of the analytical monitoring statements;
- printing of the budget monitoring statements;
- comparison of the period's actual results with the budget and explanation of variances.

Quarterly work

Preparation of the financial monitoring reports (FMR):

- report on the uses and sources of funds;
- report on the physical progress of project activities.

Annual work

Inventory of fixed assets and stocks:

- physical inventory of fixed assets;
- printing of the fixed asset schedule and reconciliation with supporting documents and the general accounts;
- after the physical inventory, identification of fixed assets to be removed from the register and the accounts, or of fixed assets to be disposed of;
- physical inventory of stocks;
- reconciliation with the stock cards and preparation of an updated stock position;
- identification of damaged items to be removed from the stock cards.

Accounting inventory:

- completion of the year-end accounting inventory work.

Printing of the financial statements and audit of the accounts:

- printing of the year-end financial statements;
- audit of the accounts by an external auditor.

III. Accounting procedures (continued)

III.3.3 Account analysis and accounting controls

Purpose and general points. The purpose of account analysis is to make sure, on the one hand, that the balances of certain control accounts are fully supported in detail by the corresponding individual accounts and, on the other, that the individual accounts are properly supported by the details of the transactions. Generally speaking, this covers all class 4 accounts (third-party accounts of less than one year) and class 5 accounts (financial accounts of less than one year).

Checking of third-party accounts:

- The balances of the individual supplier accounts must match the balance of the corresponding control account in the chart of accounts. Any difference is an anomaly that must be analysed and resolved.
- Check that the balance of the supplier account for the month properly reflects the debit and credit movements posted to the individual supplier accounts.
- An incorrect entry, for example a payment allocated to another supplier, can put a third-party account in debit when it should not be.
- For all suppliers posted during the month, make sure that no anomaly of this kind exists (in principle this should not happen if invoices and payments are matched as they occur).
- Check that all transactions (invoices and payments) recorded on third-party accounts during the month have been matched.

Accounts that must have a zero balance. The Accountant must make sure that the accounts that should in theory have a zero balance at the end of each month are indeed in that position. These accounts are:

- 42xxxx Staff, remuneration due;
- 58xxxx Transfers of funds (internal transfers).

Checking that all invoices and statements have been recorded. Check that all invoices received and processed during the month have been recorded in the accounts. This check can be carried out by reconciling:

- the number of invoices received in the month, calculated as the difference between the last number allocated and the first number of the month in the invoice register.

Consistency check between the tangible fixed asset account and the fixed asset register:

- check that each entry of the month posted to a tangible fixed asset account corresponds to an equipment file created in the fixed asset register;
- the inventory statement of the fixed asset register must show totals by account equal to the balances of the tangible fixed asset accounts.

The fixed asset register must thus serve as a subsidiary ledger for the fixed asset accounts.

III.3.4 Year-end closing

General points. CERC closes its accounts every year on 31 August. The purpose of this work is to:

- close the financial year;
- prepare the year-end accounting documents for the donors and for the audit of the accounts.

Closing trial balance. Before printing the general trial balance, the accountant analyses the accounts from the general ledger to detect any errors. Once this first level of control has been carried out, a provisional trial balance is printed.

The accountant must make sure that the fundamental balance between debits and credits is achieved, that the balances of the general ledger accounts have been correctly carried over to the trial balance and that the accounts that must be cleared at closing have actually been cleared.

The accountant also checks the arithmetical accuracy of the trial balance, where an addition error may indeed be found.

Once the trial balance has been checked, the accountant prints the final general trial balance and passes it to the Accountant, who must also analyse the accounts.

Preparation of the financial statements. Once the general trial balance is correct, the financial statements are printed.

III.3.5 Audit work

Preparation of the audit of the accounts. Ensure that the documentation needed to support the accounting entries properly is complete, available and in good order (filed), in accordance with the procedures manual.

III. Accounting procedures (continued)

Action plan to follow up audit recommendations.

After each audit, draw up an action plan to follow up the recommendations, structured as follows:

- statement of the auditor's finding and of the related management risk;
- wording of the detailed recommendation;
- identification of the sequence of actions needed to correct the distortion or malfunction;
- deadline for completing the action;
- designation of the person or persons responsible for implementing the actions;
- designation of the person responsible for supervising and checking completion;
- indication of the reports needed to monitor the action plan;
- between two audits, verification that all the distortions noted at the last audit have been corrected and documented, with reference to the action plan for following up recommendations.

III.4

Account coding guide

Principles

This guide mainly contains the entry models for the institution's routine transactions. It does not necessarily cover every transaction, but it is intended to be fairly representative of most of the transactions carried out by the Association.

The guide takes the form of one sheet per transaction. For each transaction, it describes:

- the source document;
- the journal in which the transaction is to be recorded;
- the accounting entry to be made: account to be debited, account to be credited, description, amount to be recorded;
- where relevant, an explanatory comment.

When the entry models in this guide are updated, the Accountant may make changes on their own initiative.

The template to be followed is:

- supporting document;
- accounting journal;

- entry model, in the form of a table: debit account number, credit account number, account names and entry description, debit amount, credit amount;
- comments.

III.4.1 Recording of donor deposits in the Association's accounts

Recognition of the signature of the agreement.

Supporting document: agreement duly signed by the parties. Journal: grants journal.

Capital grant:

Account	Description	Debit	Credit
43	State, national and international bodies	Amount of the grant	
14	Donations and grants		Amount of the grant

Operating grant:

Account	Description	Debit	Credit
43	State, national and international bodies	Amount of the grant	
76	Operating grants		Amount of the grant

Recognition of the receipt of funds in the

Association's accounts. Supporting document: bank statement. Journal: bank journal.

Account	Description	Debit	Credit
56	Banks	Amount transferred before the related bank charges	
43	State, national and international bodies		Amount transferred before the related bank charges

III.4.2 Capital and operating grants

1. Purchase of equipment. Supporting document: supplier's invoice and other documents in the purchase file.

Recognition of the invoice – fixed assets journal:

Account	Description	Debit	Credit
22	Other tangible fixed assets	Invoice amount	

III. Accounting procedures (continued)

Account	Description	Debit	Credit
40	Suppliers		Invoice amount

Payment of the invoice – bank journal:

Account	Description	Debit	Credit
40	Suppliers	Invoice amount	
56	Banks		Invoice amount

Comments:

- partial deliveries of fixed assets that cannot be put into service must be recorded as assets under construction;
- only fixed assets acquired through grants are recorded in account 14;
- account 14 is amortised in the same way as the corresponding fixed asset.

2. Purchase of supplies under an operating grant.

Supporting document: supplier's invoice and other documents in the purchase file.

Recognition of the invoice – purchases journal:

Account	Description	Debit	Credit
61	Materials and supplies consumed	Invoice amount	
40	Suppliers		Invoice amount

Payment of the invoice – bank journal:

Account	Description	Debit	Credit
40	Suppliers	Invoice amount	
56	Banks		Invoice amount

IV. Cash and bank management procedures

IV.1

Management of bank accounts

General management rules

- Each payment must be referenced, on the authorisation for the release of funds, to a CERC activity;

- the authorisation form for the release of funds must state the title and number of the project and give, in detail, the code or number of the activity;
- each account is monitored monthly. All bank transactions must be entered in Excel as soon as they are committed and in the order in which they occur;
- all bank journals must be closed at the end of each month;
- a bank reconciliation statement must be prepared every month for every account;
- all bank reconciliation statements must be attached to the monthly, quarterly and annual financial reporting.

IV.2

Authorised signatories

- Every withdrawal must be authorised by the persons mandated to manage CERC's various accounts, of whom a list is drawn up;
- a table of amount limits and authorised signatories is proposed by the Executive Directorate and approved by CERC's Board of Directors;
- this table is updated whenever the signatories change;
- authorised signatories sign payments in pairs for a transaction to be valid.

Signing powers on the accounts are delegated to the Executive Director, the Finance Officer and another person appointed by the Board of Directors. They sign on the accounts in pairs.

Change of signatories

- Any change of signatories is notified, with specimen signatures sent by a competent person, to the banks holding CERC's accounts;
- the Executive Directorate must regularly check with the banks the validity of the signatures and the authorised signatories for each account opened in CERC's name;
- this section must be updated whenever the signatories change.

IV. Cash and bank management procedures (continued)

IV.3

Processing of expenses paid through the bank

Management rules

- Invoices must be paid according to a weekly schedule planned by the Accountant;
- invoices are passed to the accounts department for payment through a register kept for this purpose;
- invoices must be certified, accompanied by a purchase order (BC), a delivery note (BL) and a copy of the service or supply contract, and must bear the stamp "Approved for payment" with the initials of the Accountant and the Finance Officer;
- invoices for works must be certified by the technical services;
- invoices relating to contracts must show the numbers of the corresponding contracts;
- invoices for less than CDF 500,000 are paid in cash;
- once the cheque has been signed, the Accountant makes a copy for the file, on which the payee signs for receipt and writes the date of receipt and the number of their identity card;
- signed payment orders (OP) are recorded in an ad hoc transmittal book and lodged with the bank against the bank's signature and/or stamp of receipt;
- every paid invoice bears the stamp "Paid".

Description of the procedure

Steps	Processing	Responsible
Checking of invoices	Processing of invoices	Accountant
Preparation of the payment file	Supporting documents and preparation of the means of payment (transfer order or cheque) according to the account used; recording of the serial number of the means of payment (cheque or OP number)	Accountant

Steps	Processing	Responsible
Checking, approval	Verification of the regularity and compliance of payments (making sure in particular that the right account has been chosen for the expense); payments backed by supporting documents (invoices, delivery notes, purchase orders attached); amounts of the means of payment consistent with the invoices. If an anomaly is found, the file is returned to the accounts department	Accountant
Payment	Signature of the transfer order or cheque	Authorised signatories
Delivery of the payment	Handing over of the cheque to the payee, or lodging of the transfer order with the bank, against receipt on the supporting documents; return of the file to the accounts department	Accountant
Filing	Filing of the file	Accountant

IV.4

Accounting treatment of bank documents

- Checking of entries against supporting documents by the Accountant;
- checking of cheque book stubs against the journal;
- any corrections by the Accountant;
- validation of the journal by the Finance Officer.

IV.5

Cash management

Management rules

- The Cashier keeps CERC's petty cash to pay for small expenses;
- the cash float is set at CDF 3,000,000;
- the petty cash is used to pay expenses of less than CDF 500,000. These ceilings may be lowered or raised by an internal memo approved by the Board, in line with the Association's development;
- expenses of CDF 500,000 or more are paid by cheque;
- the cash is closed at the end of each day by the Cashier.

IV. Cash and bank management procedures (continued)

An accountant is designated to check the cash regularly. The Finance Officer is free to carry out surprise cash counts and to produce a cash count report using the ad hoc form. The Accountant is nevertheless advised to carry out a check at the end of each month.

IV.6

Cash management: replenishment of the cash

Management rules

The Cashier draws up the cash position before any replenishment.

The cash is replenished up to the amount of the expenses accounted for and the forecast expenses, within the authorised ceiling.

The procedure is triggered by the Cashier on the basis of the daily cash position.

Description of the procedure

Steps	Processing	Responsible
Preparation of the cheque	Validation of the cash position; preparation of the cheque, on the account concerned, for the amount of the replenishment within the authorised ceiling. The cheque is made out to the Cashier and passed to the Finance Officer	Accountant
Approval of the payment	Authorisation of the expense	Accountant Finance Officer Executive Director
Signature of the cheque	Signature	Authorised signatories
Recording of the cheque	Copy of the file	Accountant
Withdrawal of funds from the bank and deposit in the cash box	Withdrawal of the funds at the bank; placing of the funds in the cash box	Cashier

IV.7

Processing of expenses paid in cash

Description of the procedure

Steps	Processing	Responsible
Preparation of the expense voucher	Processing of the expense voucher, showing the date, the amount, the purpose of the expense and the supporting documents	Cashier
Approval of the expense	Verification of the compliance of the cash expense voucher; initialling of the release voucher	Accountant
Payment of the expense, recording	Payment; signature of the cash voucher by the payee for receipt; entry in the cash journal in the software and update of the balance; copy of the file; daily transmission of cash vouchers to the accounts department	Cashier

IV.8

Management of cash receipts

Management rules

- All incoming funds are evidenced by receipts;
- receipts are collected by a cashier;
- the Cashier must regularly pay the funds collected into a bank account opened with one of the local banks;
- at the end of each day, the Cashier must have their documents checked by the Accountant and pay the funds collected into the bank. The Cashier must also prepare a daily summary report of receipts, by category of receipt, for the Director of Administration and Finance;
- the Cashier must ensure the safekeeping of the funds collected and of all documents of value, which must be handed over to the appropriate person (accounts department, etc.);
- checks on the regularity of payments and deposits of funds are carried out by the accounts department, which reports to the Finance Officer.

IV. Cash and bank management procedures (continued)

IV.9

Cash advances

Management rules

Advances must be accounted for within 24 hours for cash purchases, and as soon as the activities are completed for expenses paid as part of those activities.

All cash advances are recorded by debiting the account of the person receiving the advance. This account is cleared once the funds received have been accounted for.

Description of the procedure

Steps	Processing	Responsible
Provision of the funds	Advance of less than CDF 500,000: - check the approvals on the disbursement request and the disbursement authorisation; - pay out the necessary sum against the payee's signature on the cash voucher; - file the cash voucher in the "cash vouchers to be accounted for" folder. Advance of CDF 500,000 or more: - prepare a payment order and have it signed by the Finance Officer and the Executive Director; - hand the cheque to the payee against signature on a cheque delivery slip or in a register kept for this purpose.	Cashier Accountant

Steps	Processing	Responsible
Accounting for the funds received	- Submit to the Accountant or the Cashier the supporting documents for the expenses incurred, depending on whether the expense was paid in cash or through the bank; - pay back any balance into the cash or the bank against a cash voucher or deposit slip, to be presented to the accounts department.	Recipient
Recording of the transaction	- Record the actual amount of the expense in the day book; - file the supporting documents in the cash or bank voucher folder.	Cashier Accountant

IV.10

Accounting treatment of cash documents

Management rules

Each document goes through the following steps in order:

- completion of the coding by the Cashier:
 - the serial number of the document;
 - the general account charged;
 - the analytical account charged;
- entry of the document in the relevant journal by the Cashier;
- checking of the entry, whose description must be clear and precise;
- stamping with the word "Entered".

At the end of data entry:

- printing of the control day book by the Accountant;
- checking of the entries by the Accountant;
- any corrections by the Accountant;
- validation of the journal by the Accountant.

Filing. The printout of the validated cash journal, together with the supporting documents, is filed in the cash binder.

IV. Cash and bank management procedures (continued)

At the end of the accounting period, the cash account for the period is printed and attached to the cash count report validated by the Cashier, the Accountant and the Director of Finance.

Payment of salaries

This procedure applies every month for the payment of salaries. It is started on the 20th of the month by the Finance Officer. Salaries are payable at the end of the month.

Payment is evidenced by an individual payslip, drawn up so as to show clearly the various components of remuneration, the socio-professional category and the exact nature of the job held.

Remuneration is paid by bank transfer or, exceptionally for new recruits, by bank cheque.

The procedure comprises the following operations:

1. preparation of the payroll;
2. calculation of the payroll;
3. printing and checking of payslips and payroll statements;
4. preparation of cheques and transfer orders;
5. signature of cheques and transfer orders;
6. sending of transfer orders to the bank and handing over of cheques to employees.

1. Preparation of the payroll. The Finance Director gathers the month's variable payroll items:

- number of days worked;
- amounts to be deducted from salaries (repayment of advances, etc.);
- approved overtime.

2. Calculation of the payroll. The Accountant:

- enters the payroll items;
- prints the month's payroll list;
- checks the validity of the lists printed.

3. Printing and checking of the payroll statements.

The Finance Officer:

- prints the month's payslips and payroll statements;
- checks the payroll lists;
- initials the payroll lists;
- executes the payment.

The Executive Director:

- checks the consistency of the payroll lists;
- signs the payroll lists to signify approval;
- sends the payroll lists to the accounts department for the preparation of cheques and transfer orders.

4. Preparation of cheques and transfer orders (OV).

On the basis of the above, the Accountant prepares the cheques and transfer orders.

5. Signature of cheques and transfer orders. The Finance Officer checks these documents, signs the cheques and transfer orders and then passes them to the Executive Directorate for signature.

The Executive Directorate:

- checks the Finance Officer's initials and signature on the transfer orders;
- reconciles the lists with the cheques and transfer orders;
- signs the cheques and transfer orders;
- returns all the documents to the Finance Officer.

6. Handing over of cheques to employees and sending of transfer orders. The Accountant:

- checks that the cheques and statements bear the authorised signatures;
- records the cheques and orders in the bank day book (or register);
- lodges the transfer statements with the bank;
- hands the cheques to the employees against signature on the copy of the cheque;
- archives the payroll statements;
- archives the bank documents in the relevant folders.

IV.11

Filing and archiving

Good filing is a sign that the Association is well run.

For banks, the following is recommended:

a permanent file (binder), organised by account, which must contain:

- all correspondence relating to the appointment of signatories, including correspondence with partners;
- all specimen signatures and internal memos on the subject;

IV. Cash and bank management procedures (continued)

a mandatory follow-up binder for each bank account, which must contain:

- the account statements;
- the debit and credit advices;
- the bank reconciliation statements;
- any correspondence relating to adjustments.

For cash, the following is recommended:

a permanent file (binder), organised by cash box, which must contain the internal memos on the subject;

a mandatory follow-up binder for each cash box, which must contain:

- the cash count reports;
- any correspondence relating to adjustments.

IV.12

Financial reports

Management rules

There are two categories of financial report:

- financial reports linked to contractual reporting obligations;
- internal financial reports, produced as a matter of good practice and for the sound management of the Association.

Financial reports linked to contractual reporting obligations:

- may not be suspended or delayed;
- follow the formal reporting framework defined by each donor;
- must provide all the information required;
- must be validated by the Board of Directors;
- may not be changed after validation;
- must be sent in a traceable way;
- are all filed centrally.

IV.13

Types of report

Every month, the Finance Officer must present to the Executive Directorate the information needed to assess whether the period's operations have run smoothly, namely:

- the proper keeping of accounting and financial records;

- the development of the budget position by budget line;
- the highlights of the period and the forecasts.

The monthly financial report must be closed on the 15th of each month. It comprises the following items:

Heading	Documents
Cash	Cash journal Cash count report
Banks	Bank journal Bank reconciliation statement Account statement
Human resources	Salary summary Payroll journal
Missions	Mission summary
Vehicles	Fuel consumption and travel dashboard Maintenance and repairs dashboard
Fixed assets	Fixed asset monitoring
Purchasing and supplies	Purchases journal Statement of invoices payable Monthly stock reporting Every quarter, physical inventory with its report
Sales	Sales journal Statement of receivables
Secondary beneficiaries	Monitoring of beneficiary agreements Financial reports
Grants	Grants journal Statement of grants

A summary note accompanies the report to draw the Executive Directorate's attention to particular past or forthcoming issues.

V. Procurement and supply procedures

V.1

Regulatory arrangements

Procurement is the direct responsibility of the Finance Officer, under the supervision of CERC's Executive Director.

V.2

Principles

General framework

At CERC, the procurement of goods and services and the execution of works are governed by the agreements with the various partners. The procurement system takes into account donor procedures, the size of the amounts, the type of purchase and the terms offered by suppliers.

To avoid any conflict of interest arising from a position held within the Association, companies belonging to staff members or to members of the Board of Directors directly involved in the process, and/or to their close relatives, are not allowed to bid; if this occurs, the person concerned must declare it and must withdraw or be replaced.

General principles

The function is generally managed by a dedicated, specialised department of the Association.

The general implementation obligations are to:

- identify needs and check that they are justified;
- procure goods and services and have works carried out on the best terms of price, quality and lead time;
- place orders and follow up their execution;
- take delivery of supplies, services or works.

Transparency

To strengthen good governance of the procurement process, CERC must provide for the appointment of committees responsible for:

- preparing and issuing the tender documents (DAO) or the terms of reference (ToR);
- opening and analysing bids;
- awarding the contract;
- taking delivery of supplies and works.

The basic rules for appointing committees and determining their composition are as follows:

- each committee has three to five members, including a chair and a secretary appointed for the occasion. The term of office is one year;
- the Board of Directors or the Executive Director may not be a member of a committee;

- the committee is appointed by the Executive Director under a mandate from the Board of Directors;
- no member may sit on more than two committees, to avoid familiarity that could in the long run lead to corruption or any other form of influence.

The committee must include a member of the Board of Directors, a representative of the donor concerned by the activity if the agreements so require, and a member of the department that expressed the need.

If the committee members lack expertise in the field, the chair of the committee may ask the Executive Directorate, by memo, for external expertise to be used.

Classification of procedures

CERC provides for four types of procedure:

Procedure	Contract value
Simplified procedure	CDF 2,000,000 or less
Restricted procedure	From CDF 2,000,001 to CDF 10,000,000
Tender procedure, by restricted or open invitation to tender	More than CDF 10,000,000

All contracts above CDF 10,000,000 must go through a tender procedure. The type of tender is decided by the committee issuing the tender documents, on the basis of the nature of the goods or services required and the extent of the potential market.

Whatever the purchasing procedure, it remains recommended to use suppliers with known addresses (fixed address, post office box or e-mail, telephone, trade register and tax identification number).

V.3

Simplified procedure or direct agreement

Management rules

This procedure applies to the purchase of goods and services for CERC's operations with a value of CDF 2,000,000 or less. CERC may exceptionally use this procedure, in particular for goods or services held by a single supplier, or in a case of extreme urgency justified by a memo from the requester and approved by the Executive Directorate. A special written waiver is also required for goods or services costing more than CDF 2,000,000.

V. Procurement and supply procedures (continued)

Under the simplified procedure, CERC consults candidates and sets the terms of the contract with them on the basis of the technical specifications. At the end of this procedure, CERC selects the most economically advantageous offer. A purchase worth CDF 500,000 or less may be made on the basis of a single offer.

Course of the procedure

Processing steps	Tasks	Responsible / approval
Purchase request	Fill in the purchase request form: name of the requesting department, date of the request, description of the goods, food and services requested or of the works to be carried out	Requesting department
Costing of the purchase request	Cost the purchase request by entering the prices of the items or services requested; initial the purchase request and pass it on for validation	Finance Officer
Approval of the request	General check of the budget and budget line	Head of department
Approval of the request	Check of the eligibility of the purchase and of the signatures	Finance Officer
Approval	Validation of the request	Executive Director
Consultation of suppliers	Three suppliers are consulted and submit pro forma invoices	Finance Officer
Choice of supplier	Analysis of the pro forma invoices and choice of supplier	Purchasing committee
Order	Purchase order (see the ordering procedure)	Authorised signatories
Receipt of the order	Check that the delivery or the works carried out comply with the order	Purchasing committee

V.4

Restricted procedure

This procedure applies to contracts with a value between CDF 2,000,001 and CDF 10,000,000.

Management rules

A tender is said to be restricted when only candidates identified through a pre-selection procedure are allowed to submit a bid.

A list of selected suppliers is drawn up and must be renewed every six months by the purchasing committee.

This procedure is only justified when, because of their special nature, the goods and services to be procured are available only from a limited number of suppliers. All potential candidates must be invited, and bids are only opened once at least three bidders have been able to submit their bids.

1. Preparation of the tender documents/ToR

consists of drawing up:

- the technical specifications of the materials, supplies and/or equipment sought, the bills of quantities for works and the instructions to bidders;
- the restricted consultation letter.

2. Launch of the invitation to tender. The Executive Director initials the letters to suppliers. The tender notice period may not be less than 30 working days, except by express and justified waiver from the donor or the Board of Directors.

V. Procurement and supply procedures (continued)

3. **Bids are received** by the secretariat in sealed envelopes. The secretary keeps a register or form recording the receipt of bids, showing:
 - the title of the contract;
 - the bidder's name, contact details (telephone number, e-mail), address, date and time of submission of the bid, and signature.
4. **Bids are evaluated** by the bid analysis committee as follows:
 - bids are opened on the date, at the time and at the place stated in the tender notice, in the presence of any bidders who wish to attend;
 - the chair of the purchasing committee checks that the quorum is reached and declares the session open;
 - analysis and/or opening take place only when the quorum is reached, that is, with at least three committee members present;
 - the evaluation follows the methodology set out in the tender documents/ToR: evaluation of the technical bid, then evaluation of the financial bid;
 - the minutes of the opening and/or evaluation are initialled and signed by all committee members;
 - the minutes are sent to the Executive Director, with a copy to the Board for information.

V.5

Open invitation to tender (national or international)

Management rules

This procedure is used for all purchases above CDF 10,000,000:

- the committee preparing the tender documents/ToR, appointed by the Board of Directors in consultation with the Executive Director, may include a procurement specialist from the donor for external funding;
- the rest of the procedure follows the legal and regulatory provisions on public procurement and the donors' guidelines;
- the procedure runs in the same way as the restricted procedure.

V.6

Training procedure

Management rules

The procedure for procuring training services makes it possible to obtain high-quality services on good financial terms and efficiently.

The terms of reference must state the objectives, nature, scope and precise aims of the training, giving in particular details of the trainers and the trainees, the skills to be transferred, the timescales and the arrangements for monitoring and evaluating the training.

Selection must be based on quality and cost.

Course of the procedure

Step	Tasks	Responsible / approval
Identification of training needs	General context and field of the training; objective of the training; expected results; training actions; number of days per action; number of participants and their profile; monitoring and evaluation arrangements; estimated costs of the actions	Requesting department
Review of the relevance and appropriateness of the needs identified	Operational check	Programme Officer
Approval of the request	Check of budget availability and of the eligibility of the training	Finance Officer
Approval	Validation of the request	Executive Director
Launch of the invitation to tender	Drafting of the ToR	Requesting department with the Programme Officer
Selection	Evaluation of bids	Procurement committee
Signature of the contract	Preparation of the contract according to the ToR	Authorised signatories

V. Procurement and supply procedures (continued)

Step	Tasks	Responsible / approval
Implementation	Monitoring of the training	Monitoring and Internal Control Officer Requesting department Programme Officer
Training report	Validation of the training	Programme Officer and Executive Director

Expenses not included in the training contract must follow the normal procurement and cash advance procedures.

The documents required to support the expenses are:

- the training contract;
- the validated training report;
- the list of participants;
- the payment statement duly signed by the beneficiaries.

V.7

Ordering

This procedure covers all purchases above CDF 500,000.

Purchase order books are pre-printed and pre-numbered and may never be kept by a signatory.

Course of the procedure

Steps	Tasks	Responsible
Preparation of the purchase order	Details: date, supplier's name, description of the items or services to be supplied, specification (unit, quantity, unit price, total price), place of delivery, grand total of the order in figures and in words. The purchase order is made out in four copies: one original and three copies	Finance Officer
Signature of the purchase order	Compliance check	Finance Officer

Steps	Tasks	Responsible
Signature of the purchase order	Commitment	Authorised signatories
Dispatch of the purchase order	CERC stamp on the purchase order; dispatch of two copies of the purchase order to the supplier. The original is returned by the supplier, attached to the invoice, and handed to the accounts department	Finance Officer

V.8

Receipt of supplies, services or works ordered

A receiving committee appointed by the Executive Director takes delivery. The procedure starts as soon as the supplies and equipment are delivered by the supplier. Works are accepted on the site where they are carried out.

The tasks of the receiving committee are:

- checking that the purchase order matches the dispatch note;
- checking that the quantity matches the purchase order;
- checking quality (damage, non-compliance, packaging);
- drawing up a return note when the delivery does not comply;
- drawing up a report of non-compliance;
- drawing up a goods received note in three copies, with signatures:
 - original of the goods received note: store;
 - copy of the goods received note: Supplies Officer;
 - copy of the goods received note: accounts department.

Management rules

The procedure comprises two operations:

- checking of the delivery or of the works carried out;
- approval of the delivery or of the works carried out.

V. Procurement and supply procedures (continued)

Acceptance of works and supplies worth more than CDF 5,000,000 involves a provisional acceptance and a final acceptance. The period between the two acceptances makes it possible either to ensure that there are no design or construction defects, or to allow the contractor to remedy the reservations made at provisional acceptance. A final acceptance period, which varies with the type of contract, is specified in the tender documents, and a performance guarantee equal to 5% of the contract price may be required.

Course of the procedure

Step	Tasks	Responsible
Checking and approval of the delivery or of the works carried out	• Check that the items delivered are those listed on the delivery or dispatch note; • qualitative and physical check of the items delivered, by counting the quantities shown on the delivery note; • check that the items are those that were ordered and that appear on the purchase order; • signature of the delivery note and handover to the Finance Officer with a copy of the acceptance report; • preparation, initialling and signature of the acceptance report.	Receiving committee

V.9

Processing of purchase invoices

Management rules

Steps	Tasks	Responsible
Receipt of the invoice by the secretariat	Mandatory records: invoice number, amount, supplier's name, purpose	Secretary

Steps	Tasks	Responsible
Checking of the invoice	Check that the documents that must accompany the invoice are present and correct; arithmetical check of the amounts; check of the delivery note. If the invoice is found to be in order, it is marked "Approved for payment"; it is then passed for accounting processing	Accountant

VI. Stock management procedures

VI.1

Essential rules and principles

CERC's Executive Directorate ensures that the stocks held are managed according to good practice as regards stock management, storage and inventory.

VI.2

Day-to-day stock management

- Stocks are given a nomenclature and a coding system;
- the principle of one card per item is the rule;
- stock movements are supported by pre-numbered and pre-printed documents on receipt and issue of items (receipt vouchers and issue vouchers).

VI.3

Receipt of items

- Every receipt is recorded on the stock card, supported by the dispatch note (BE) accompanying the delivery;
- the goods received note is drawn up and signed by a receiving committee appointed by CERC's Executive Directorate;
- the goods received note clearly shows the details of what was received, which can be checked at any time;
- a stock card is opened for each item to be stocked, to record the item's entry into stock. This card is used for every movement relating to that item.

VI. Stock management procedures (continued)

VI.4

Issue of items

- Every issue of an item is based on a requisition made by the heads of the user departments;
- the requisition states the nature of the supplies, the quantity and the destination;
- the Store Manager checks that the requisition bears the authorised signatures (authorised signatures of the departments) and completes the store issue vouchers;
- the issue voucher, checked and approved by the Finance Officer, is returned to the store for the material to be issued;
- the Store Manager issues the material against the recipient's signature;
- the Store Manager updates the stock card.

VI.5

Administrative management of office supplies and cleaning products

Principles

1. Every receipt of supplies is subject to a receiving committee and is recorded on a goods received note (BR).
2. The goods received note corresponds to the quantities received per item, per order number and per supplier's dispatch note accompanying the delivery.
3. The goods received note is the only document authorised for recording receipts on the stock card. It is drawn up and signed by the receiving committee, made up of the Finance Officer and the Stock Manager (requesting department).
4. The dispatch note accompanying the supplies is signed by the Stock Manager and by the carrier to evidence the carrier's discharge. A copy is given to the supplier or carrier.

Recording. On the basis of the original goods received note:

- the Store Manager completes the stock card for each item and files it;
- the Store Manager stores the items according to the relevant instructions: storage by date of receipt and storage by item.

VI.6

Distribution of supplies

All distribution of supplies is based on a requisition, which is processed as follows.

Requesting department. The head of department draws up a supplies requisition. The requisition states:

- the nature of the supplies;
- the quantity requisitioned;
- the destination or user department.

Store. The manager of the supplies store:

- checks that the signature of the head of the requesting department is valid;
- checks that the items are available in stock;
- endorses the request with the stamp or the visible word "Served";
- draws up an issue voucher in three copies;
- signs the issue voucher with the representative of the requesting department;
- gives one copy of the issue voucher to the requesting department;
- sends a copy of the issue voucher to their supervisor;
- keeps a stub of the issue voucher in the issue voucher book;
- files the internal requisition stamped "Served";
- updates the stock card.

VI.7

Physical inventories

VI.7.1 Stock count and stock adjustment

- Carrying out rolling inventories;
- carrying out end-of-period inventories;
- investigation by the Accountant of any anomalies arising from the inventory;
- processing of stock adjustments by the accounts department.

VI.7.2 Carrying out a rolling inventory

The tasks to be carried out are as follows.

VI. Stock management procedures (continued)

Physical check of the quantities in stock. The purpose of this exercise is to carry out, during the year, a physical inventory of all the items in CERC's stores and at the same time to check their physical condition. The first task is therefore to draw up a schedule of the inventories to be carried out so as to cover all the items in the stores.

Comparison of physical and book quantities. The tasks to be carried out are as follows:

- check that all accounting documents relating to the items listed have been recorded by the accounts department;
- find the stock cards for the items counted and copy the book quantities shown on the stock cards into the "Book quantities" column of the list;
- identify any variance between the book inventory and the physical inventory.

On the basis of the card and the accounting documents, make sure that:

- the movements shown on the card on the basis of the accounting documents relate to the item concerned;
- the quantities moved have been recorded correctly, both in amount and in direction;
- the movements relating to the item showing the difference have not been recorded on another item's card;
- the book stock totals contain no arithmetical errors.

List the anomalies and send the list to the Finance Officer.

Record any stock variance resulting from an accounting entry error or an arithmetical error.

In the case of an entry error, cancel the incorrect document by recording a similar document in reverse, then issue and record the document as it should have been entered.

In the case of an arithmetical error, find the line containing the error in the book stock column and note the amount of the error beside it, without changing the amounts of the successive totals. On the last line, enter the description "Correction of arithmetical error" with the date and amount of the error and, in the "Stock" column, the amount corrected for the error.

Date and archive the inventory list. Once the documents have been recorded by the accounts department, the storekeeper files the inventory statements in the appropriate binders.

VI.8

Carrying out a year-end inventory

A physical inventory is a physical count of the items held on the date of the inventory. Through this check, the actual quantities (resulting from the inventory) are reconciled with the book quantities according to the stock cards or the fixed asset register. The aim is therefore to make sure that property is well managed. A physical inventory must be carried out at the end of each year.

VI.8.1 Steps to follow

The physical inventory of fixed assets has five steps, namely:

- preparation of the inventory;
- conduct of the inventory;
- checking of the inventory results;
- valuation and accounting and administrative treatment of any inventory differences;
- transmission of the inventories to the Executive Directorate.

VI.8.2 Preparation of the inventory

VI.8.2.1 Physical inventory instructions. Physical inventory instructions describing in detail and precisely all the steps of the physical inventory to be carried out are drafted by the Finance Officer and distributed to all heads of department to brief them on how the operation will run. They cover in particular:

- the date, duration and place of the inventory;
- the property covered by the inventory;
- the responsibilities of the various people assigned to the inventory;
- the type of documents to be used and the ban on using pencils;
- the counting methods adopted;
- the labelling of furniture and equipment;
- the need to note on the inventory documents any property that appears obsolete or damaged.

VI. Stock management procedures (continued)

VI.8.2.2 Appointment of participants. The Finance Officer is appointed coordinator of the inventory work and in turn appoints the staff who will take part in the physical count. They must not be responsible for managing the property to be counted. However, those directly in charge of the property must assist by helping to identify the property to be counted.

Counting teams are formed, with leaders appointed in advance. The names of the participants are sent to the Executive Directorate for approval.

VI.8.2.3 Preparatory work:

1. bring together the staff concerned by the inventory, explain the importance of the operation and present the procedure in detail;
2. prepare inventory sheets for all the property recorded as fixed assets by the accounts department;
3. the Accountant initials all the inventory sheets, which contain the complete list of property taken from the fixed asset register;
4. label the furniture and other equipment;
5. take an inventory of property belonging to third parties, which is stored separately;
6. identify property belonging to CERC that is held by known third parties, and include it in the inventory.

It must be ensured that all property has been listed on the inventory sheets. The lists are prepared on uniform paper and have the following columns:

- asset code (label);
- description of the asset;
- quantities;
- unit value;
- total value;
- condition of the asset counted;
- other observations on the asset counted.

Each page is numbered in a continuous sequence and bears the Accountant's initials. A box to be filled in at the time of the count is provided for the names of the members of the counting team.

VI.9

The physical inventory

The physical inventory goes through three successive phases.

VI.9.1 Stock-taking

1. Systematic count of all fixed assets and stock items.
2. The team begins the physical count, notes the quantities found, initials the inventory sheets and keeps them until the end of the count. Items counted are marked with an agreed sign so that omissions can be detected.
3. Items that do not appear on the inventory sheets are added to them as the count proceeds.
4. Damaged items (in poor working order, worn out) are counted by quantity but given no value.
5. After making sure that all items have been counted, each inventory sheet is signed by the team leader responsible for the count. At the end of the count, all the inventory sheets are handed to the Accountant, who checks the number of pages and verifies that they are the ones bearing the Accountant's initials.
6. The quantities counted are written in ballpoint pen (never in pencil).
7. Property belonging to third parties is counted.

The report on this count shows:

- the nature of the property;
- the quantity;
- the name of the consignee;
- the date of and reason for the consignment.

VI.9.2 Checking the results of the physical inventory

Once the physical count is complete, the team leaders meet to check its reliability and make sure that all property has actually been counted by the teams. The quantities counted are compared with the book quantities according to the fixed asset register and the report of physical holdings. Any discrepancies are reported to the person in charge of the physical inventory, who asks for explanations of their origin.

Remaining discrepancies (not satisfactorily explained) are valued and reported in writing by the person in charge of the physical inventory to the Executive Directorate, with a copy for information to the Finance Officer and the internal control department.

VI. Stock management procedures (continued)

It is for the Executive Directorate to decide on any administrative or other measures to be taken with regard to the person responsible for managing the property concerned.

VI.9.3 Valuation and accounting treatment of inventories

The person in charge of the physical inventory sends the Finance Officer, for the accounts department, the inventory sheets showing the quantities counted and finally agreed:

1. the accounts department values the inventories;
2. the internal control department checks that the valuation has been carried out correctly, in particular that the unit prices are genuine and the arithmetic is correct;
3. after valuation, the value of the physical inventory is compared with the book value. Any discrepancies are corrected by an adjusting entry;
4. all corrections are recorded and reported in writing to the Finance Officer, who passes them to the accounts department for adjustment;
5. the adjusting entry must be approved in advance by the Finance Officer and the Executive Directorate.

VI.9.4 Transmission of the inventories to the Executive Directorate

The inventory report is sent in two copies to the Executive Directorate by the Finance Officer, who is responsible for the inventories. The folder containing the inventory sheets is also sent to the Executive Directorate. An original of the report is then sent to the Accountant.

The objectives of this exercise can be summarised as follows:

- make sure that all items counted have been coded item by item in the list of stocks counted, so as to avoid double counting;
- make sure that all the locations of the items counted are correctly recorded on the stock cards and on the store layout plan;
- make sure that different locations for the same item have been identified and brought together into a single location;

- make sure that items that do not physically exist have been identified and cancelled in the accounting system;
- make sure that differences between physical and book stocks have been the subject of accounting adjustments and corrections to the stock;
- make sure that all items for which there is no stock card have been identified and that no card has been sorted and recorded.

To achieve these objectives, the following tasks must be carried out:

- number and date the inventory form;
- count the items to be inventoried systematically;
- fill in the columns of the inventory form (the count data collected must be transcribed onto the form);
- compare physical and book quantities;
- record the stock variance (entry error or arithmetical error);
- date and archive the inventory list.

On receiving the list of variances between the physical and book inventories, the Finance Officer investigates the origin of unexplained variances. The variance may result from:

- **an undetected accounting error.** In this case:
 - check the reconciliation work carried out by the inventory team and the accounts department;
 - check the units of measure, which are often the source of accounting errors, and verify whether they were used correctly when the accounting document was prepared or recorded;
 - check that the batch of items in the book inventory is not stored in different locations, some of which may lie outside the area counted. If this is the case, bring the locations together and carry out a new physical inventory to be compared with the corresponding book inventory;

VI. Stock management procedures (continued)

- **theft or misappropriation.** If the Finance Officer cannot find an explanation for a negative inventory variance, they must consider whether the variance results from theft or misappropriation. If so, they inform the Executive Directorate, take all steps to strengthen security arrangements and open an investigation.

Unexplained variances, whether positive or negative, and variances resulting from theft must be recorded in a stock adjustment report so that the book stock can be brought into line with the physical stock.

Accounting follow-up of stocks

Stocks are kept using the perpetual inventory method:

- receipts are valued at actual purchase cost. The stock accounts are updated on the basis of the supporting document;
- issues from stock are valued at the actual cost of the item.

The Accountant enters stock receipts on the basis of invoices and delivery notes, and of supply requests. This entry also leads to the coding of consumption and to an accounting entry in expenses.

At the end of each month, the Stock Manager prepares a report on the consumption of supplies for the month, in quantity and in value.

VII. Asset management procedures

VII.1

Management of fixed assets

General rules

Tangible fixed assets are items held by the Association for use in its activities and which are expected to be used for more than one financial year. They include in particular:

- buildings;
- machinery;
- vehicles;
- office equipment;
- office furniture;
- IT equipment, etc.

VII.1.1 Receipt of capital equipment

- Fixed assets are received by a team appointed by the National Coordinator and/or the Board of Directors, depending on their value;
- the entry of a fixed asset into CERC's property is recorded by a goods received note or an acceptance report.

VII.1.2 Recording of a fixed asset

A fixed asset is recorded on the basis of a fixed asset card showing:

- the nature of the asset;
- its description;
- its category;
- its allocation;
- the date of acquisition;
- the acquisition value;
- the depreciation rate;
- the source of funding.

In addition:

- all CERC's fixed assets are inventoried and recorded in a permanent file that brings together all the data for each asset and helps to check, manage and monitor asset movements;
- keeping this file is the responsibility of the Administration and Finance Officer;
- the file for each asset is accompanied by the fixed asset card containing the asset's identification details;
- each fixed asset must be physically identified by a reference (a unique registration number) using the following format: CERC AA/XX/YY/no., where:
 - AA: CERC reference;
 - XX: donor code;
 - YY: asset code;
 - no.: serial number of the asset;
- before the asset is allocated for use, it is marked by any indelible means that does not damage it;
- the visibility of fixed assets is ensured in line with the requirements of CERC and of the donor. Where these differ, the donor's requirements prevail unless the donor gives a written waiver;

VII. Asset management procedures (continued)

- an annual physical inventory is mandatory, with a report signed by each member of the inventory team;
- every fixed asset must be insured.

VII.1.3 Allocation and custody

- Each fixed asset must have an individual custodian, who is primarily responsible for it;
- all allocation of fixed assets is the responsibility of the Executive Directorate;
- the initial allocation of a fixed asset, or any change of allocation, is made on the basis of an allocation form completed by the Personnel Officer and signed jointly by the Personnel Officer, the requester and the Executive Directorate;
- the allocation and custody forms are kept and regularly updated by the Personnel Officer and make it possible:
 - to trace the successive allocations of each asset;
 - to identify at any time the latest custodian of each asset.

VII.1.4 Removal of a fixed asset

Management rules:

- fixed assets may leave the Association's property as a result of theft, destruction, loss, sale, scrapping or otherwise;
- in the event of theft or destruction, a report must be drawn up by the police or the user, and the necessary administrative measures must be taken with a view to recovery or compensation;
- in the event of sale or scrapping, the decision must be taken by the Board of Directors in consultation with the National Coordinator, on the basis of CERC's rules and, for project equipment, of the terms of the agreements with the donors;
- the fixed asset register must be updated by the Personnel Officer and the Accountant to take account of the movements that have occurred.

VII.2

Management of vehicles and motorcycles

VII.2.1 Management rules

VII.2.1.1 Allocation of vehicles. CERC's vehicle fleet consists in particular of:

- the Executive Directorate's vehicle;
- service vehicles.

VII.2.1.2 Use. CERC vehicles may not be used:

- for personal purposes or other errands, or for profit;
- by a person under the influence of alcohol or any other substance affecting awareness;
- by anyone other than the person to whom the vehicle has been allocated, unless authorised by the Executive Directorate;
- by a person who does not hold a valid driving licence of the required category.

For social cases, a memo must be produced for this purpose.

VII.2.1.3 Monitoring and management of vehicles

- The Head of Personnel, supported by the Fleet Supervisor, is responsible for the sound management of the fleet and of fuel;
- every vehicle trip is authorised by the Fleet Supervisor by signing the exit request form, which is kept by the security guard;
- each vehicle has a logbook for monitoring its use, maintenance and fuel consumption. The logbook must also record any event affecting the physical condition of the vehicle;
- every driver must keep the logbook up to date;
- before each trip, the driver or user has the vehicle exit form signed and, in the vehicle's logbook, enters the date, the purpose of the trip and the quantity of fuel taken, and notes the mileage at departure;
- on returning from the trip, the driver enters the mileage on arrival, signs the logbook and puts it back in the vehicle;
- checking that logbooks are properly kept is the responsibility of the Finance Officer;
- keys and unused logbooks are kept safely in the Finance Officer's office;

VII. Asset management procedures (continued)

- each month, the Finance Officer must produce a monthly vehicle use report, supported by the logbooks, showing:
 - consumption by vehicle;
 - mileage;
 - maintenance and repair costs by vehicle;
 - cases of excessive consumption and any other anomalies;
- the monthly reports are submitted to the Accountant for analysis, and to the Finance Officer for checking and validation;
- a dashboard is kept for each vehicle, bringing together all the management information for that vehicle;
- all vehicles must be insured;
- vehicles must visibly display their reference code (registration number: number plates);
- every project vehicle must display the project's logos and its name in full and as an acronym;
- it must be used for the project's activities and in line with the donor's policy on the matter.

VII.2.1.4 Monitoring of maintenance costs by vehicle

Monitoring principles:

- the Finance Officer, supported by the Fleet Supervisor, ensures that vehicles receive regular preventive maintenance as specified by the manufacturer;
- any breakdown or other anomaly found on the vehicle by the driver must be reported immediately to the Finance Officer, who informs the Branch Manager and the Executive Directorate, who authorise the repair;
- every month, the Fleet Supervisor has the mileage and fuel consumption read from the vehicles' logbooks;
- the Director of Finance ensures that the renewal dates of insurance policies, road tax discs and all other taxes and duties are respected;
- a copy of each vehicle's administrative documents (purchase invoice, import documents, registration document, insurance, etc.) is kept by the Finance Officer in a file kept for each vehicle.

VII.2.1.5 Maintenance and repair of vehicles

One or two service providers responsible for vehicle maintenance are identified using the usual procedures for purchasing services.

- **Repair authorisation:** vehicle breakdowns or any other maintenance and repair need identified by the drivers must first be reported in writing to the Finance Officer, who, on the advice of the Executive Directorate and depending on the cost of the work, authorises any vehicle maintenance and repair;
- after the repair, the driver must confirm to the Finance Officer that the fault has been properly repaired;
- an administrative file is kept for each vehicle. This file contains copies of all the vehicle's management documents:
 - for its administration: copies of the reference documents (purchase invoice, registration document, insurance certificate, etc.);
 - for maintenance and repair work: copies of garage invoices, purchase orders, etc.;
- **a maintenance and repair card is kept for each vehicle:** to monitor the condition of the vehicles, each vehicle must have a maintenance card, which the drivers fill in after each repair.

Every document relating to maintenance and repair expenses must identify the vehicle, to make it easier to produce a monthly report on fuel and maintenance and repair expenses for CERC's vehicle fleet.

Overall fleet management report. At the end of each month, the Finance Officer produces a report on repair and maintenance expenses, which is sent to the Executive Director.

VII.2.1.6 Routine maintenance by the driver

The driver or drivers check every day that the vehicle is in good working order.

Engine:

- check the oil level frequently, at least once a week;
- change the oil in line with the recommendations in each vehicle's manufacturer's handbook.

Bodywork:

- daily cleaning;

VII. Asset management procedures (continued)

- care: a regular and thorough wash must be carried out every week or on return from a journey.

VII.2.1.7 Safety rules

Drivers must comply with the safety rules on the use of vehicles:

1. vehicles must be driven with all their papers in order and on board;
2. passengers must wear seat belts;
3. the insurance policy must be checked regularly;
4. drivers must make sure they have their driving licence with them before driving a CERC vehicle.

For safety reasons, departure on a mission is only considered before 3 p.m. and, on return from the mission, the vehicle must be back at CERC's head office no later than one hour after the end of the mission.

- Each vehicle is allocated to a driver or person in charge, who must report in writing and immediately any accident, loss or theft of equipment on board the vehicle.
- Any temporary change or transfer of responsibility for a vehicle must be accompanied by a handover of the equipment on board the vehicle, using a form completed and signed jointly by the person handing over and the person taking over.

NB: the vehicle management procedure also applies to motorcycles.

VII.3

Fuel management

This procedure applies to all fuel vouchers acquired by CERC for the operation of all departments and projects.

VII.3.1 Management rules

- A filling station is identified to supply fuel using the usual purchasing procedures;
- fuel purchased and consumed must be accounted for and validated;
- CERC vehicles must be refuelled once a week at the partner station, except in an emergency;
- each vehicle has a logbook for monitoring its use, maintenance and fuel consumption;

- fuel is purchased using a book of fuel vouchers initialled by the Head of Administration and Finance and signed by the Executive Director or a designated head of department for the head office, and by the Branch Manager together with a designated staff member in the branch offices;
- voucher books may under no circumstances be kept by a person who signs the fuel vouchers;
- each operational vehicle fills up every Friday, except during work missions;
- a vehicle assigned to a mission in the branch offices must fill up with fuel before leaving the head office. On returning from the mission and before setting off, the driver must make sure there is enough fuel to reach the head office. If not, on a fuel request completed by the head of mission and authorised by the branch office's authorised persons, the vehicle may fill up following the branch office's fuel supply procedures. The Branch Manager sends a memo to the Head of Administration and Finance, attaching a copy of the request, the fuel voucher and the filling station receipt, to request that the expense be charged to the department or project concerned, or to be reimbursed from the budget of the department or project concerned with the following month's transfer of funds;
- all vouchers received and issued must be recorded in a fuel coupon register kept by the Finance Officer;
- the vehicle and the user must be identified before any trip;
- at the end of the month, the Finance Officer:
 - reads the consumption of each vehicle;
 - reports cases of excessive consumption;
 - proposes the necessary measures;
 - prepares the report for each case identified to be dealt with;
- a monthly report on fuel consumption at the partner station must be produced at the end of each month, showing monthly consumption, in quantity and price, by vehicle.

VII.3.2 Fuel supply through the fuel voucher system

All the tasks below are carried out by the Finance Officer (operator).

VII. Asset management procedures (continued)

Task	Timing	Documents
Request quotations from one or two filling stations; receive the pro forma invoice; issue the purchase order to the selected supplier, stating the number of litres purchased	When the reorder level is reached	Request for quotation, pro forma invoice, purchase order
Check and sign the purchase order to the supplier	On receipt	Purchase order
Receive the fuel vouchers and, if there are no anomalies, initial the delivery note and store the fuel vouchers; open a stock movement card	On receipt	Fuel vouchers, voucher receipt slip, stock movement card

VIII. Official mission procedures

This procedure applies to all work missions carried out by CERC's members and staff within the country or abroad as part of the Association's activities.

VIII.1

Local missions

VIII.1.1 Management rules

- The mission is initiated by the person responsible for the activity and submitted to the Executive Director for approval;
- the mission order is prepared by the person initiating the mission and signed by the Branch Manager, except for the Branch Manager's own mission order, which is signed by the Executive Director, and the Executive Director's, which is signed by the Chair of the Board;
- mission expenses are granted in accordance with the rules in force at CERC and with donor requirements. A memo setting rates according to the cost of living in each locality is drawn up and regularly updated by the Executive Director and approved by the Board of Directors;
- the hotel is booked from among the selected suppliers in the locality and a purchase order is issued for this purpose;

- mission expenses comprise:
 - per diems, calculated according to the number of days and meals and broken down as follows: morning (15%), midday (25%), evening (35%), incidentals (25%);
 - other expenses (set and approved in the mission's terms of reference);
 - accommodation costs, calculated according to the number of nights and paid later to the supplier on presentation of the hotel invoice;
- if the head of mission has received funds to be accounted for, a statement of the funds used is submitted to the accounts department within three days of returning from the mission, with the receipt for any balance paid back into the cash;
- no later than three days after returning from the mission, the head of mission writes a mission report, signs it and submits it, together with the mission order stamped at the destination, to the secretariat of the Executive Directorate;
- a copy of the mission report is kept by the line manager after review. Board members report directly to the Board of Directors;
- after approving the mission report, the line manager initials the mission order, which must then go to the accounts department for both administrative and accounting processing;
- mission expenses, except accommodation, are advanced in full to staff to cover the expenses of the mission;
- per diems (meals and incidentals) do not have to be accounted for on return from the mission;
- the mission order is stamped on departure and arrival by the authorities of the places the staff member has visited;
- no mission expenses are paid to a staff member if funds previously received have not been accounted for by actually carrying out the mission and submitting the mission report.

VIII.1.2 Description of the procedure

The procedure comprises the following steps:

1. drafting and submission of the mission's terms of reference by the head of mission (submitted at least three days before the date of the mission);
2. preparation of the mission order by the head of mission;

VIII. Official mission procedures (continued)

3. initialling by the Finance Officer;
4. signature of the mission order by the Executive Director or the Board;
5. preparation of the per diem form by the person going on mission;
6. initialling of the per diem form by the Finance Officer and the Executive Director;
7. preparation of the mission expenses cheque by the Accountant and forwarding for signature;
8. handing over of the signed cheque by the Accountant to the head of mission, against signature on a copy of the per diem form and of the signed cheque;
9. supply of fuel by the Finance Officer;
10. writing of the mission report by the head of mission;
11. review of the mission report by the Programme Officer, the Finance Officer and the Executive Director.

VIII.1.3 Drafting and submission of the mission's terms of reference

The head of mission:

- prepares the mission's terms of reference and the related draft budget: framework and objective of the mission, timetable of activities, expected results, resources to be used (per diems, accommodation, fuel, lubricant, vehicle, human resources, etc.);
- sends the terms of reference to the Programme Officer to check how the activity is formulated;
- sends the terms of reference to the Finance Officer (at least three days before the start of the mission) for analysis of the budget and of the eligibility of the expenditure, then to the Executive Director for validation.

For a mission that does not require ToR, its purpose is stated in the mission order itself.

VIII.1.4 Preparation of the mission order

The head of mission prepares the mission order, which contains the following information:

- mission order number;
- surname and first name of the head of mission;
- place of the mission;
- dates of departure and return;

- objective of the mission;
- vehicle registration number;
- driver's name;
- surnames and first names of the people on board.

VIII.1.5 Preparation of the per diem form

The holder of the mission order:

- prepares a per diem form showing surnames and first names, position, number of nights, rate and amount;
- initials the form;
- makes a copy of the mission order;
- has the per diem form signed by the Finance Officer and the Executive Director.

VIII.1.6 Payment of mission expenses

Per diems are always paid by cheque made out to the head of mission, who must account for their use with a list signed by the beneficiaries.

The Accountant:

- records the mission expenses cheque and hands it to the head of mission after signature on the per diem form and on a copy of the cheque, which is attached to the complete mission expenses file;
- hands the original mission order to the head of mission;
- makes the accounting entries;
- files the documents (original per diem form, photocopy of the mission order, ToR and copy of the cheque).

VIII.1.7 Writing of the mission report

On returning from the mission, the head of mission:

- writes the report;
- signs the report;
- submits to the Executive Directorate the report and the mission order (stamped on departure, in transit and on arrival), with the per diem form and the list signed by the beneficiaries; these documents must then go to the accounts department for both administrative and accounting processing.

VIII.1.8 Registration of the mission report

The Secretary of the Executive Directorate:

- registers the mission report;

VIII. Official mission procedures (continued)

- sends the documents to the Head of Programmes, the Branch Manager and the Executive Director.

VIII.1.9 Reading of the mission report

After the report has been reviewed by the Programme Officer and the Finance Officer, the Branch Manager or the Executive Director:

- assesses the mission report;
- returns the report to the secretariat for filing.

VIII.1.10 Trainers' fees

Trainers' fees are set by an internal memo and are supported by a service contract and an evaluation form completed by the head of department and approved by the Head of Programmes.

VIII.1.11 Participants' expenses

Participants' expenses are set by an internal memo and are supported by the attendance list duly signed by the recipients. A payment sheet is drawn up for this purpose.

VIII.1.12 Consultants' fees

The daily fees of local and international consultants are set by an internal memo and are only paid after the final version of the consultancy has been validated.

The travel, per diem and accommodation procedure for consultants, volunteers and Board members is the same as that governing CERC staff.

VIII.2

International missions

VIII.2.1 Management rules

CERC missions:

- all mission orders for travel abroad are signed by the Board of Directors;
- visas and other documents are obtained by CERC's Executive Directorate following the procedure described above;
- mission expenses are granted in accordance with the rules in force at CERC and with donor requirements. A memo setting rates according to the cost of living in each host city is drawn up and regularly updated by the Executive Director and approved by the Board;
- funding depends on the terms of cover specified by the donor of the mission;

- a donor may cover registration fees, subsistence or travel costs. It may also provide full cover;
- where cover is partial, the balance is funded according to the financial resources available in the projects;
- a top-up of mission expenses is granted for any mission abroad partly covered by another donor;
- no later than three days after returning from the mission, the person who went on mission must write a mission report, sign it and submit it with the stamped mission order to the secretariat of the Executive Directorate or of the Board of Directors;
- a copy of the mission report is kept by the line manager after review;
- in addition, the mission order must go to the accounts department together with the statement of funds used and the receipt for any balance paid back into the cash or the bank, for both administrative and accounting processing, with the air ticket (stub), boarding pass and all other tickets or receipts (airport taxes, etc.).

IX-X. Overheads and reporting

CHAPTER IX · IX.1

Overheads: management of communication resources

Communication consumption is monitored. The purpose of this monitoring is to:

- check that the communications recorded are consistent with the statements of communications sent by the telecommunications services;
- identify those responsible for excessive consumption and take the necessary measures.

For international calls, the telephone should only be used in an extreme emergency or when e-mail is not working. Otherwise, e-mail is preferred to telephone calls.

CHAPTER X · X.1

Reporting: obligations of the Executive Directorate

X.1.1 General principles

CERC's reporting obligations are of two kinds:

- obligations towards donors, through the official procedure described in the funding agreements. They are summarised in the table below;
- internal reporting obligations, linked to the smooth running and sound direction of CERC's activities.

These reports must be presented monthly, quarterly and annually and must cover:

- CERC's sources and uses of funds, both cumulatively and for the period covered by the report, showing separately the funds granted under the grant and explaining the variances between forecast and actual sources and uses;
- the physical progress of project implementation, cumulatively and for the period covered by the report, explaining the variances between the planned objectives and the results achieved in the projects;
- the progress of project procurement at the end of the period covered by the report.

The technical and financial progress report brings together the documents prepared for both external and internal use. These are:

- the annual financial statements;
- the report on activities carried out;
- the technical report on the progress of activities and the programming of activities for the next quarter.

X.1.2 Reports and frequency

Report and person responsible	Frequency and submission deadline	Recipients
Financial reports Finance Director	Monthly, quarterly, half-yearly and annually as set out in the agreements; date to be set for each donor, the 15th of the month for the internal report	Internal: heads of department, Branch Managers, Executive Director and Board of Directors External: donors

Report and person responsible	Frequency and submission deadline	Recipients
Cash report Cashier	Daily; same day	Internal: Accountant
Stock report Storekeeper	Monthly; the 10th of the following month	Internal: heads of department, Branch Managers, Executive Director
Administrative report Personnel Officer	Monthly; the 10th of the following month	Internal: Project Managers, Head of Programmes and Executive Director
Project technical report Programmes department	Quarterly, half-yearly and annually; the 15th of the month following the end of the period	Internal: Project Managers, M&E, Head of Programmes and Executive Director External: donor and partners
Departmental report M&E	Monthly, quarterly, half-yearly and annually; the 8th of the month following the end of the period	Internal: Executive Director External: various partners

X.2

Reporting obligations of branch offices and sub-recipients

The reporting obligations of branch offices and sub-recipients relate mainly to the project and to the adopted and validated annual action plan and budget (PABA). They report on the status of the results indicators of the action plan.

As at head office, reporting by branch offices and sub-recipients is structured mainly around the following monthly, quarterly, half-yearly and annual reports:

- cumulative statement of sources and uses of funds;
- cumulative statement of the physical progress of project implementation, compared with the PABA;
- forecast information.

As soon as the action plan is completed, the activity carried out by the sub-recipient must lead to a report showing the physical progress of the implementation of the action plan and explaining the variances between the planned objectives and the results achieved in the project.

IX-X. Overheads and reporting (continued)

X.2.1 Summary of the reports required from branch offices and sub-recipients and their frequency

Type of report and description	Frequency and deadline	Responsible
1. Financial monitoring report: cumulative statement of sources and uses of funds of the branch offices and of the beneficiary component (the accounting documents are sent together with the financial statements); cumulative statement of the physical progress of project implementation, compared with the PABA Activity report: information on the activities of the period	Monthly; the 5th of the following month	Branch Manager Head of the beneficiary component

Type of report and description	Frequency and deadline	Responsible
2. Financial monitoring report: cumulative statement of sources and uses of funds of the branch offices and of the beneficiary component; cumulative statement of the physical progress of project implementation, compared with the PABA Activity report: information on the activities of the period	Quarterly, half-yearly; the 5th of the following month	Branch Manager Head of the beneficiary component
3. Annual technical and financial progress report: annual financial statements; report on activities carried out; project implementation report	Annually; the 10th of the following month	Branch Managers Head of the beneficiary component



CENTRE DE RECHERCHE SUR L'ANTI-CORRUPTION

 [cerccongo](https://www.facebook.com/cerccongo)

 [cerccongo](https://twitter.com/cerccongo)

 [cerccongo](https://www.linkedin.com/company/cerccongo)

 [cerccongo](https://www.instagram.com/cerccongo)

www.cerc.cd

32, Avenue CPA, Quartier CPA Mushi, Commune de Mont-Ngafula, Kinshasa, DRC

info@cerc.cd · +243 977 757 227

CERC is a registered non-governmental organisation (NGO) (Registration number: F.92/42579) and given Legal Personality by the Ministry of Justice: JUST/SG/20/21311/2021.

CERC holds Special Consultative Status with the United Nations Economic and Social Council (ECOSOC).