

**Forest Resource Environment Development and Conservation Association
(FREDA)**

Finance Manual



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Imperatives

Budget and Project Implementation

FREDA implements projects that are beneficial for the nation, the environment and the local community, in line with the principles of FREDA Charter.

Efficient budget allocation

FREDA utilizes restricted and unrestricted funds effectively and efficiently giving priorities to the success of the project objectives by minimizing overhead charges and unnecessary expenditures.

Accountability and transparency

Narrative reports and financial statements issued by FREDA must be in line with requirements set by donor, regulatory bodies, stakeholders and local communities.

Standard of financial statement

FREDA financial statements must be accountable, transparent, auditable and in line with international accounting standards.

Monitoring

Project implementation and budget allocation processes must be performed by the respective supervisors, which are monitored and checked by the members of the central committee and members of the executive committee.

Amendments

This financial manual is updated every year. Major changes are shared via Email with all staff members.

Amendments, deletions and additions can be made with the approval of all members present at a Central Committee (CC) meeting.

This present manual is a binding description of the financial operational guidelines of FREDA valid for all staff members starting from February 1st, 2016.

A glossary at the end of the manual explains standard financial terms in both English and Myanmar Language.

1. Project Administration and Finance

The basis of each project is its planning, implementation and administration.

1.1. Project Planning

At the beginning of each project a need is officially identified. The need is either recognized by FREDA staff members or reported from others. FREDA can be informed about this need from the outside through partners, authorities, target groups on the spot, but also through donors or other organizations.

Project Planning should always start early in advance to ensure sufficient financial resources.

1.1.1. Preliminary Assessment

The reported need has to be checked by the Executive Committee (EC) members and the team members in detail concerning its plausibility. Therefore, the following questions need to be answered and explained later in the proposal: Where? Why? What? Who? With whom?

It is important to have an overview of the financial resources needed. At this stage of the project planning, one or more potential donor can already be considered.

The respective project teams have to decide, whether the need reported is considered for further action or dropped. The final approval is given by the EC members, represented by the Chairman.

1.1.2. Detailed Planning

After approval by the Chairman, the detailed planning starts. Now, a project proposal has to be formulated from the original project idea (=preliminary assessment) and the underlying needs. The project proposal has to be developed by the respective project manager as well as the finance manager. Once finalized it is shared with the EC members for further discussions and approval.

A complete project proposal has to include the following documents:

- Log frame
- Work plan
- Budget
 - direct and indirect costs

- core costs
- 5% to 7% of project budget should be allocated for overhead charges of FREDa depending on the nature of projects.
- Narrative project proposal
 - including among others: analysis of needs and problems, analysis of participation, description of target group, monitoring, evaluation, field coordination, implementing partners, safety and security issues, communication and visibility, staff

Generally, donor formats provide the structure for the written form of the project proposal.

1.2. Project Initiation

The project initiation is the pre-phase of the project implementation. It refers to the time and activities of the project administration from the moment of the granting of the project funds up to the provision of the funds for further use according to the project proposal.

Upon arrival of the letter of approval by the donor at FREDa, it has to be checked whether it is legally binding. This is guaranteed by the original signature on the contract. When the approval of funds arrives, the finance manager compares it with the requested amount and the budget lines. Thereupon and according to the amount of the funds, FREDa signs the project contract and/or the corresponding forms (if applicable, given by the donor) for acceptance of the funds.

The original approval is archived in the project folder and the respective project manager is informed of the successful funding.

The project folder is the life cycle record of the project where all relevant written documents are archived. This mainly concerns essential original documents that need to be kept for e.g. audits. The documents are archived in the project folder in paper form and also in the electronic folder in the central archive system at FREDa. The structure of the project folder is identical for all projects. For each project one folder is created. Each folder will be labeled with the following information: Project Title, Donor, and Project Duration. Dividers will help to separate the categories.

It is recommended to establish project folders using the following categories:

Number	Heading	Description
1	Contract	Here the original contract has to be filed.
2	Proposal	Here the complete proposal submitted to the donor has to be filed.
3	Budget	Here the project budget is filed.
4	Staff List	Here a list with all staff members employed under this project with name and position has to be filed.
5	Reports	Here all reports submitted to donors, etc. have to be filed. In case reports cannot be stored in a folder because they have too many pages, it is recommended to use box files, clearly labeled with REPORTS as well as (1) Project Title, (2) Donor, (3) Project Duration
6	Others	Here any other documents related to the project are filed. It might include photos, training materials, visibility produced, press releases, etc.

The electronic project folder uses more detailed categories/headings and has separate subfolders. The overall structure of an electronic project folder could look similar to the following:

Name	Änderungsdatum	Typ	Größe
1 Donor	16.08.2015 11:53	Dateiordner	
2 Project Personnel	16.08.2015 11:54	Dateiordner	
3 Project Finances	16.08.2015 11:54	Dateiordner	
4 Project Logistics	16.08.2015 11:41	Dateiordner	
5 Project Communication	16.08.2015 11:55	Dateiordner	
6 Partners and Cooperations	16.08.2015 11:41	Dateiordner	

Each project folder can be divided into several sub-folders, based on the requirements.

1.3. Project Implementation

The purpose of the project implementation phase is to:

- Deliver the results, achieve the purpose(s) and contribute to the overall objective of the project;
- Manage the available resources effectively and efficiently;
- Ensure appropriate handling and documentation of incomes and expenses;
- Monitor and report on progress to donors and funders.

1.4. Project Closure

A documented project closure includes mainly the areas of the evaluation of the content and the administrative final audit. Both are part of the final project report, which has to be documented either in the donor format or in a FREDA standard format. The following points have to be taken into consideration:

- Lease contracts and other existing obligations
All obligations incurred and originated by the project such as leases of storage places, vehicles, the assistance of an auditor have to be carefully checked. Still existing obligations that will not be kept have to be

dissolved as soon as possible. This is documented by entering each single still existing obligation in a MS Excel checklist.

- Inventory

Depending on donor regulations inventoried items have to be returned to the donor, or can be sold, handed over to partners, or used in other projects. The reservation of proprietary rights by the donors has to be considered and clarified. The documentation takes place with the processes and documentation forms described in the *logistic manual*.

1.5. Financial Planning

The necessary financial resources of a project are already known at the time of the preliminary assessment (1.1.1.) and are described in the project proposal. Both finance and program staff members are involved in setting budgets. The project number is given by donor.

1.5.1. Organizational Budget

FREDA's organizational income consists of membership fees, donations, interest gained on saving accounts, fees charged for consultation services and overhead charges received from implementation of projects.

An organizational budget to allocate organizational income is prepared at the beginning of each year. Income and expenditures are regularly monitored and the financial strategy adjusted based upon.

1.5.2. Donor Budget

The project budget represents the income and expenditure planning of the project. The budget has to be elaborated in the course of the detailed planning by the Yangon office. If donor funds have been requested a detailed elaboration takes place in the donor format. Common costs should be allocated by using a cost allocation sheet. After the project is approved the project number will be established within the financial system and the budget is entered.

2. Grant and Fund Management

2.1. Fund Request and monitoring of received funds

Restricted funds are formally delivered through the procedures provided by the donor. The amount of the funds to be requested depends on the payment schedule agreed upon in the contract with the donor, which determines the number of installments, the amount per installment and the moment of request.

An existing bank- and cashbook is the basis for every request. Before each fund request financial resources are thoroughly planned. The planning includes the following expected costs:

- Costs of the planned project activities
- Running costs
- Reserve

As a matter of principle, the amount of money requested should not exceed the amount actually needed. The respective Project Manager is responsible to prepare fund requests based on the project contract, the actual work plan and the approved budget. The analysis of needed funds is checked by the Finance Manager, approved by Finance Secretary and entered in the format provided by the donor. The authorization for the approval takes place according to the amount to be requested. The final approval is determined by the signatory authority for transfer payments, where the total amount of the requested funds is decisive. For details regarding the signatory authority please refer to [Annex 1: Signature Authority](#).

All requested project advances have to be forwarded to the Finance Manager until the 7th of each calendar month. Only in exceptional cases, e.g. in emergency, the funds can be requested and processed outside the described period of time.

After the request is approved by the finance secretary, it is forwarded to the respective donor, along with a formal letter signed by the finance secretary. Incoming payments have to be checked by the finance manager.

All documents related to the fund request have to be filed by location to document to which donor projects funds were transferred.

2.2. Transfer for Funds

2.2.1. Transfer of Non-Cash Funds

The Finance Manager arranges the transfer and books the bank charges incurred according to the statement in the credit/debit voucher. When the transfer arrives, it is first of all compared to the account statement of the sender and checked for correspondence. Furthermore, it is checked to see whether the currency of the bank statement of the local bank displays the same currency as the remittance. A possibly noted difference has to be booked as bank fee. In this case, the account statements of the receiver and the sender serve as a proof for the difference and have to be attached as part of the voucher.

If the currencies of the incoming payment and the transfer differ from each other, the incoming payment is booked according to the account statement of the local bank and the counter value in EUR/USD is assigned according to the transfer.

2.2.2. Transfer of funds in cash

Should cash transports between different locations be unavoidable, the following points need to be considered:

- Safety precautions
The way of transport has to be planned carefully, risks and possible scenarios have to be discussed and possible ways of reaction planned. Always two persons should transport cash. Handover of cash should always be recorded and signed off by both the recipient and payer.

- Routing
The most direct way has to be chosen, unless the security situations require detours.

2.3. Bank Management

Each bank account is documented and managed by using a bank book as a separate account in the accounting software. Entries in the bank book correspond to actual transactions on the bank account.

All bank accounts of the organization are in the name of FREDa. The organization has three bank signatories, Chairman, Finance Secretary, and

General Secretary, out of which two are required to sign for withdrawing money. If FREDA's own funds are to be accessed, permission has to be granted at an Executive Committee Meeting and the CC meeting and the fund application must be attached with the meeting minutes of CC and EC members.

2.3.1. Opening a Bank Account

FREDA opens bank accounts at private banks for each project. Chairman, General Secretary and Finance Secretary are jointly authorized to open a new bank account.

Bank books and cheque books are stored in the safe and checked monthly by the Finance Secretary together with the Finance Manager. Each bank transaction in general has to be carried out according to the four-eyes-principle, which means that the transaction needs to have two signatures. Safe keys are kept with the Chairman and the Finance Secretary.

2.3.2. Withdrawal of cash from bank

Only the Chairman or Finance Secretary can approve withdrawal of cash from the bank. The cashier is authorized to go to the bank to withdraw the money.

The maximum withdrawal possible is 5.000 USD or 1,000,000 MMK per withdrawal.

A copy of the cheque is attached to the withdrawal voucher and the transaction is entered into the bank book and accounting software.

2.3.3. Cheque Payments

Cheques are kept in the safe. Two out of three EC members (Chairman, Finance Secretary, General Secretary) are authorized to jointly sign cheques. It is not allowed to pre-sign or stamp any cheque in advance. Generally, cheque payments are used for payment of project expenses. Expenditures above 1 Mio MMK will be settled via cheque payment. In order to keep track a cheque register and counterfoil provided in the cheque book should be used. The finance manager is responsible to verify the cheque register.

Once bank statements are available the Finance Manager has to check the transactions. If discrepancies are notified, the bank has to be informed immediately or within the time period required by the bank. The Finance Manager should contact the person who received the cheque in case the cheque is not presented to the bank within two months after hand over.

To prove check payments a copy of the cheque has to be attached to the respective payment voucher.

The Chairman with approval of EC will authorize the following positions to make cheque payments:

1. Controlling Officer
2. Drawing Officer
3. Disburser
4. Sub-disburser.

3. Cash Management

3.1. Cash Safety

All cash, besides the petty cash, is stored in a safe, which is located in the Chairman and Finance Secretary office room. The amount of cash in the safe should not exceed 1,000,000 MMK (1 million) and 5,000 USD unless there are large cash payments anticipated. Petty cash should be limited to 200,000 MMK.

3.2. Money Exchange

The amount of money exchanged should not exceed the amount actually needed (according to the daily exchange rate). After each official money exchange, a proper exchange receipt is handed out. In exceptional situation where there is no exchange receipt, an internal exchange receipt ([Annex 2: Exchange Receipt](#)) has to be issued.

3.3. Cash Books

FREDA holds a Myanmar Currency Cash Book, a Petty Cash Book and a Foreign Currency Cash Book.

3.4. Advances and Instalments

In order to ensure correct bookkeeping all types of open positions (advances, installments/down payments) should be recorded both in Yangon office as well as in the field.

There are two types of advances: Business advances refer to money given to an employee to do business on behalf of FREDA for a certain time span after disbursement and brought to account afterwards. This includes advances for business trips given to an employee beforehand, in anticipation of an upcoming

settlement of accounts. An advance requisition form [Annex 2: Advance Requisition Form](#) covering the following details has to be filled out:

1. Last month's balance if any with the field officer
2. Details of previous unsettled advances
3. Breakup of the current requisition
4. Purpose and the approval for the concerned EC members. In addition, project managers from field locations are requested to attach the latest cash count protocol to the advance requisition form.

Salary advances are personal advances that the staff member needs personally. The personal advances are not to be confused with the fact that each kind of advance is bound to a person, meaning that they are always linked to one person who was given money in advance and who has to properly render an account or pay it back afterwards.

In general, the following regulations apply:

- Advances are tied to a person and not to a project
- Advances always have to be paid back immediately
- The amount to be repaid has to correspond to the total amount of the advance
- Each advance is bound to a binding time schedule (four weeks)
- All activity, training or travel advances should be settled and approved at least one week before a financial closure/fiscal year. An announcement will be made by the Finance Manager.
- Advances have to be documented and automatically administered over the accounting system.
- The following question has to be answerable at any time: Who has received how much? In which way? At what time? For what purpose? To what deadline?
- Each request (Advance Voucher) has to be approved and signed by the Finance Secretary and the Finance Manager

- Staff members can only request new advances after the previous advance is settled back.

The Finance Manager administers advances over a respective account. All advances have to be documented in an advance payment register ([Annex 4: Advance Payment Register](#)). The advance tracking sheet registers advances given and advances cleared ([Annex 5: Advance Tracking Sheet](#))

Instalments are booked straight to the respective project number. Booking texts of instalments should show the contract number, the number of current instalment and the number of total instalments.

3.5. Cash Payments

FREDA's cash is maintained in Myanmar Kyats (MMK) and USD. This cash is established to meet all project related expenses, which cannot be settled by cheque or petty cash. Invoices are preferably to be paid non-cash by cheque or transfer.

Cash on Hand is kept in a secure place in the office, preferably in a safe box, with limited and restricted access. Access to the safe box is restricted to the finance manager and the cashier.

Cash is paid out against a valid invoice. Invoices are received and checked against the contract and budget by the Finance Manager and approved for payment by the Finance Secretary. Once approved the vouchers are passed to the cashier for payment. Cash payments exceeding 1 Mio MMK should be avoided.

3.6. Petty Cash Payments

Petty cash is used to pay incidental purchases and expenditures, such as stamps or coffee. Petty cash is limited to the position of the Cashier. At all times, the total of petty cash should not exceed 200,000 MMK.

Petty cash has to be requested by using a replenishment form [Annex 6: Petty Cash Replenishment Form](#). The Cashier has to record the petty cash expenses in to a tracking sheet ([Annex 7: Petty Cash Expense Tracking Sheet](#)) and has to keep all relevant vouchers. Once the cash is disbursed the petty cash book and the vouchers are handed over to the Finance Manager for a check and a

replenishment of the petty cash. Petty cash expenses should be checked by the Finance Secretary on a monthly basis.

3.7. Honorarium and Salary Payment

The basic requirements for the honorarium and salary payments and all eligible payments such as overtime, loan deductions etc. is the honorarium and salary payroll [Annex 8: Salary Payroll](#), which is prepared monthly by the Finance Manager and approved by the Finance Secretary.

Honorarium and salary payments to staff members/ field staff members will be made in cash by the Cashier or Project Manager on the last working day of each month. If the last working day falls on a weekend (Saturday, Sunday and public holiday), the salary payment will be made on the day before. Each EC member and staff member has to sign a payment receipt ([Annex 9: Salary Payment Receipt](#)). Honorarium and salary payments will be booked as single entries.

4. Recording of Income and Expenditures

FREDA is using both a manual and a computerized accounting system for the recording of incomes and expenditures. Both systems are double checked to ensure accuracy. The computerized accounting system will be back-upped weekly by the Finance Manager and saved on an external hard disk which has to be stored in a secure place.

4.1. Bank and Cashbooks

When handling cash- and bankbooks, there should be at least two different positions assigned: one for the handling/entering of vouchers (Cashier) and one position for checking/booking into the cashbook (Finance Manager). If this segregation of duties is not possible the financial recording has to be carried out by one person under supervision of an EC member (Finance Secretary).

The cash- or bankbook shows all the recorded cash movements in one calendar month. The information is displayed per cash- and bankbook and contains the following details:

- Initial balance
- All entries as single bookings
- All expenses as single bookings
- Final balance.

All cashbooks are updated at least once per month, latest by the 28th of each month. All manual cashbooks are written neatly in permanent ink. A standard chart of accounts is used to code each transaction in the cashbooks. Transactions are also classified by project and donor using a standard list of "Cost Centers".

For the monthly closure, all bank- and cashbooks have to be printed out and signed by the Finance Manager, the Cashier and the Finance Secretary. The signed printouts are filed in the respective folder.

Bank pass books are updated every month for the Foreign Currency Bank pass book and project wise bank pass book. Bank reconciliation is done every month for every bank account. For details regarding the bank reconciliation please refer to 5.1. Monthly Closure.

Cash count reconciliation is witnessed and recorded every Monday and on the last day of the month ([Annex 10: Cash Count Protocol/Cash Verification Sheet](#)).

When all vouchers are registered in the respective bank- and cashbook, the balance is visible. This balance is compared to the calculated balance of the petty cash book and cash in hand. If the balance of cash in hand and the balance in the cash- and bank-books do not match, the books as well as the registered vouchers have to be rechecked until the mistake is solved.

4.2. Exchange Rate Setting

FREDA is enquiring the exchange rate from different sources such as the prevailing market rate, the rate of private banks and on the internet. This information is recorded and shared with the Finance Secretary to get his approval to change USD or EUR in Myanmar Kyat.

4.3. Treatment of Vouchers

In general, the original receipt always has to be available for processing in the accounting section. If copies are used, the whereabouts of the original has to be noted on the copy so that in case of an audit the original can be accessed. The content has to be recognizable, readable and understandable and a translation of local language into English has to be made. Each receipt is only used once and filed chronologically. In situations where original bills are not available, self-declarations have to be attached ([Annex 11: Substitute Receipt](#)).

The receipt and payment voucher contains the signature of three persons:

1. Cashier (Yangon)/Disburser (Field) who prepares the voucher
2. Finance Manager (Yangon)/Project Manager (Field), who approves the voucher
3. Receiver/Giver, the external party who is involved in the transaction

4.3.1. Preliminary Check of Vouchers

According to the Generally Accepted Accounting Principles (GAAP), a receipt has to comply with a number of requirements. The receipt has to be checked for the following details:

- Name of the recipient of the payment: complete, recognizable and address included
- Date of the receipt
- Clear subject or content
- Exact amount given in its currency
- Name of the payer (FREDA)
- Abbreviations are avoided or explained
- Translation into English

For the further registration, the receipt needs to be in the DIN A4 format. In many cases, this means that it needs to be glued on an A4 paper sheet. It is necessary to attach all supporting documents such as procurement orders, lease contracts, contracts with partners, etc.

4.3.2. Paginating and Coding the Vouchers

After the receipt has been checked, it has to be coded with a pre-numbered debit/credit voucher. This coding stamp contains the following information that stringently requires to be filled out:

- Serial number
- Date of transaction
- Paid to
- Cash / cheque number
- A/C Head
- Project

- No/particular/USD/MMK/Total
- Paid by / Received by / Approved by:

In case of a copy, the note of the whereabouts of the original should be clearly stated. Receipts as well as all supporting documents are marked with a paid stamp.

Vouchers and supporting documents should not be overwritten for any modification. It is not allowed to use correction ink or similar.

4.3.3. Booking of Receipt

The entering of the receipts in the manual cashbook is done by the Cashier whereas the entering in the computerized software is done by the finance manager following these eight steps:

Step 1: Mark whether receipt or payment

Step 2: Enter transaction date

Step 3: Select the cashbook type

Step 4: Cheque No, if used

Step 5: Description

Step 6: Second Reference – Voucher Number

Step 7: Add line: Account Code and Account Type

Step 8: Amount

After entering all data (Step 1 -8) all data is crosschecked, *saved* and *posted*.

4.4. Storage and Disposal of Vouchers and Account Books

FREDA will keep all project related documents including vouchers and account books for at least six (6) years or based on donor regulations. For the disposal of documents, a list of documents to be scrapped will be prepared by the Communications Manager in close cooperation with the Finance Manager. The EC members will have to approve this list. After the approval the listed documents will be destroyed in an appropriate manner so that they cannot be used for malicious purposes.

5. Financial Reporting

The Financial Secretary will submit periodical financial reports to the Central Committee, Executive Committee, donors, stakeholders and regulatory bodies in terms of accountability and transparency. These financial reports are prepared by the Finance Manager in close coordination with the respective Project Managers. All financial documents have to be filed in the respective project folder and kept as requested by the donor.

5.1. Monthly Closure

Monthly closure is compulsory for each cashbook. The monthly closure enforces a linking to all financial functions (accountancy, budget control and fund request). The deadline for the monthly closure is the last day of first week of the following months. If this is not a working day, the deadline is postponed to the directly following day.

For the monthly closure all bookings in the accounting system (both manual as well as computerized) have to be finished and checked. Thereupon, the cash balance can be compared to the [Annex 10: Cash Count Protocol/Cash Verification Sheet](#) of the last day of the month. Reasons for deviations need to be discussed between the Finance Manager and the EC committee, properly recorded and filed.

The monthly closure is also used to review spending on project budgets. All expenses for the month are entered into a budget variance analysis: [Annex 12: Budget Variance Analysis](#).

The monthly closure thus includes the following documents:

- Cash- and bankbooks
- Cash count protocol of the last day of the month
- Bank statements of the entire month
 - Bank statements are reviewed by the Finance Manager to ensure that all activity recorded is in the normal course of business and that none of the cheques have been altered. The Finance Manager also compares the total deposits to the total deposit and reconciles any differences. After this action, the Finance Manager passes the bank statements to the cashier for preparation of the bank reconciliations ([Annex 13: Bank Reconciliation Statement](#)). Reconciliation statements should be signed by the person who prepares it and by the person who verifies the same. Reconciliation statements should be filed separately.
- All assigned and booked receipts of the single cash- band bankbooks in the original form
- Monthly financial reports and budget controls for all projects (prepared by Finance Manager and submitted to Finance Secretary)
- Staff list ([Annex 8: Salary Payroll](#))

5.1.1. Cash Count

The cash count is a crucial working step for the handling of cash- and bankbooks that needs to be carried out on a daily basis at least for petty cash and weekly for the cash in the safe.

Two people always have to be responsible for the counting of cash: the Finance Manager and the Cashier. The Finance Manager is the supervisor of the Cashier. Weekly, the entire cash in the safe has to be accurately counted and registered in a cash count protocol [Annex 10: Cash Count Protocol/Cash Verification Sheet](#), which has to be signed by the Cashier, Finance manager and Finance secretary. The same procedures apply for cash in field locations where the Project Manager and the Field Manager are responsible to carry out the cash count. Field locations have to submit their cash count protocols for each cash replenishment. Cash count protocols should be kept in a separate file.

5.2. Audits

In order to minimize fraud, theft and abuse of resources an internal and external audit system is set up.

5.2.1. Internal Audit

One EC member assigned by the Central Committee will be responsible for regular internal audits, at least twice a year. He/she is responsible to check financial management regularly or whenever necessary. By the end of each audit the internal auditor issues a report to the Chairman that summarizes the findings, recommendations, and any responses or action plans from management. The internal audit report should contain the following six elements:

1. Condition: What is the particular problem identified?
2. Criteria: What is the standard/procedure that was not met?
3. Cause: Why did the problem occur?
4. Consequence: What is the risk/negative outcome (or opportunity foregone) of the finding?
5. Corrective action: What should the management do about the finding? What have they agreed to do and by when?
6. How does the problem relate to work achievements/work plan.

The recommendations are designed to help FREDa to achieve effective and efficient financial and management reporting objectives.

5.2.2. External Audit

The Central Committee of FREDa will appoint a certified external auditor to carry out audits based on donor requirements. FREDa will sign a contract with the auditor mentioning the time period of engagement, the scope of work and the audit fees. In addition the contract should include that the auditor is responsible to issue a management letter for each audit to be carried out. The Finance Manager is responsible to respond to the management letter issued by the external auditor. For improvement all issues raised during the audit will be discussed with the EC members.

The external auditor will be contracted for not more than six years (or as requested by the donor).

All bank- and cashbooks are confidential documents of the organization and should in no case be taken out of the office. This also applies for audits.

6. Staff Travel

FREDA staff members are required to fill out a travel advance form [Annex 14: Travel Advance and Reconciliation Form](#) prior to a business travel. FREDA is paying 3,000 MMK domestic allowances per day outside the duty station as well as 120 USD as a lump sum for international travel. For detailed information regarding allowances related to staff travel please refer to the HR manual.

7. Delegation of Authority

Expenditure not included in project budgets will be allowed as follows:

- Over 1,500,000 MMK with the permission of the approval of all members present at a CC meeting
- Between 1,000,000 MMK and 1,500,000 MMK with the permission of all members present at an EC meeting

Between 500,000 MMK and 1,000,000 MMK with the permission of Chairman/Vice-Chairman

Below 500,000 MMK with the permission of Financial Secretary

A detailed list of signature authorities for expenses that are budgeted in donor projects can be found in [Annex 1: Signature Authority](#).

Glossary

English		Burmese	
Account	A record of monetary transactions, either written into a book designed for purpose or entered onto a computer file	ငွေစာရင်း	ငွေကြေးဆိုင်ရာလုပ်ဆောင်ချက်များအား သတ်မှတ်ထားသောငွေစာရင်းစာအုပ်တွင်းသွင်းခြင်းနှင့် ကွန်ပျူတာစာရင်းကိုင်စနစ်ဖြင့် စာရင်းသွင်းခြင်း
Account code	A code for a specific type of transaction. Transactions are given a code which describes what types of income or expenditures they are.	ငွေစာရင်း သင်္ကေတ/ဂဏန်း	ငွေစာရင်းဆိုင်ရာလုပ်ဆောင်ချက်များအတွက် သီးခြားဂဏန်းထားရှိခြင်း။ ဂင်ငွေနှင့်အသုံးစရိတ်များ အမျိုးစားပေါ်မူတည်၍ ငွေစာရင်းခေါင်းစဉ်ကုဒ်နံပါတ်ထားရှိခြင်း
Account payable	A file or account sub-ledger that records amounts that a persons or company owes to suppliers, but has not paid yet (a form of debt)	ပေးရန်ရှိစာရင်း	လူပုဂ္ဂိုလ် (သို့) ကုမ္ပဏီမှ ပေးရန်ရှိသော စရိတ်များကို ဖိုင်များတွင် သင့်ငွေအား မှတ်တမ်းတင်ထားသော စာရင်း။
Accounting period	A specific period for recording and reporting financial activity for a given time, e.g. one month, one year.	စာရင်းကာလ	ငွေကြေးဆိုင်ရာ ဆောင်ရွက်ချက်များနှင့် ငွေစာရင်း အစီရင်ခံစာများကိုဆောင်ရွက်ရန် သတ်မှတ်ထားသော ကာလ။
Accounts receivable	Represent money owed by partners to. The organization on the sale of services on credit	ရရှိရန်ငွေစာရင်း	အသင်းအားဖြင့်ဆောင်ရွက်ထားသည့်ကိစ္စများအပေါ် ရရှိရန်ငွေစာရင်း
Audit	A formal check on the accounts by an independent persons (auditor)	စာရင်းစစ်ဆေးခြင်း	သီးခြားပြင်ပပုဂ္ဂိုလ်/စာရင်းစစ်မှ ငွေစာရင်းများကို စနစ်တကျစစ်ဆေးခြင်း
Authorization	This is the process of approval over transactions,	ခွင့်ပြုချက်ရယူခြင်း	ပစ္စည်းဝယ်ယူရာတွင်လည်းကောင်း၊ ကုန်ကျစရိတ်တစ်ခုခုကြောင့်

	normally the decision to purchase or commit expenditure.		သော်လည်းကောင်း ငွေပေးချေရာတွင် သဘောတူညီမှု ရယူခြင်းကိုဆိုလိုသည်။
Balance	Difference between the debit and credit sides of an account	လက်ကျန်ငွေ	ငွေစာရင်းတစ်ခုမှငွေထုတ်/ငွေသွင်းခြင်းမှ ပြုလုပ်ပြီးကျန်ရှိသောငွေပမာဏ။
Balance Sheet	A summary of the financial position of an organization at a particular date, showing the assets owned by the organization and liabilities (or) debts) owed to others.	လက်ကျန်ငွေစာရင်းရှင်းတမ်း	ငွေထုတ်ငွေသွင်းပြုလုပ်ပြီးငွေစာရင်းကိုရှင်းလင်းဖော်ပြထားသောလက်ကျန်ငွေစာရင်းရှင်းတမ်း
Bank book	A register which records all transactions passing through a bank account.	ငွေစာရင်းစာအုပ်	ဘဏ်မှငွေစာရင်းစာအုပ်ဖြင့်ငွေသွင်းငွေထုတ်ပြုလုပ်ဆောင်ရွက်ချက်များကိုမှတ်တမ်းရေးသွင်းဖော်ပြထားသောစာအုပ်။

BL	Budget line and balance	ဘတ်ဂျက်လိုင်း	ငွေမည်မျှသုံးစွဲမည်ဟုဖော်ပြ ပထားသောလျာထားငွေပ မာဏ နှင့် လက်ကျန်ငွေပမာဏ
Bank reconciliation	The process of comparing the entries and ending cashbook with the bank	ဘဏ်နှင့်ကိုက်ညီရှင်းတမ်း	ငွေစာရင်းလက်ကျန်ရင်းနှင့် ဘဏ်လက်ကျန်နှိုင်းယှဉ်၍ စာရင်းချိန်ကိုက်ခြင်း
Budget	An amount of money that an organization plans to raise and spend for a set purpose over a given period of time.	ဘတ်ဂျက် (လျာထားငွေ)	သတ်မှတ်အချိန်အတိုင်းတ ာအတွင်း ရည်ရွယ်ထားသော ရလဒ်တစ်ခုရရှိရန်အတွ က် အသင်းမှခန့်မှန်းထားသ ည် ကုန်ကျစရိတ်ငွေစုစုပေါင်း
Cashbook	A book of spread sheet that lists all of the receipts and payments made in to and out of a particular bank or cash account.	ငွေဝင်/ငွေထွက် စာရင်းစာအုပ်	သက်ဆိုင်ရာ ဘဏ်သို့ ပေးချေရမည့် ငွေနှင့် စာရင်းပြုလုပ်ထားသော စာအုပ်။
Cash reconciliation	Comparing the month end and physical cash counted to the expected month and end balance in the petty cashbook.	ငွေဝင်/ငွေထွက်ကိုက်ညီရှ င်းတမ်း	လကုန်သည် အချိန်တွင်မေ ဂြမှန်းတွက်ချက်ထားသော ကုန်ကျငွေများနှင့်အမှန်တ ကယ်ရှိနေသောငွေများအာ းနှိုင်းယှဉ်ချိန်ကိုက်ခြင်း၊လ က်ကျန်ငွေများဖြင့် လည်း ချိန်ကိုက်ခြင်း။

Cash count protocol	Written and signed comparison of the month end physical cash counted and end balance in the cash book.	ငွေစာရင်းစစ်ဆေးမှု	လက်ကျန်ငွေစာရင်းစာအုပ်နှင့်အမှန်တကယ်ရှိနေသောလက်ကျန်ငွေများအားနှိုင်းယှဉ်စစ်ဆေးပြီး လက်မှတ်ထိုးထားသောမှတ်တမ်း
Cash flow	The difference between cash received and cash spent in a period.	ငွေလည်ပတ်မှု	အချိန်အတိုင်းတာတစ်ခုကတွင်း ရငွေနှင့် သုံးငွေခြားနားချက်။
Cash flow forecast	A report that shows the expected timing or receipts and payment for the next 3-6 months (or longer)	ငွေလည်ပတ်မှု ကြိုတင်ခန့်မှန်းခြင်း	ရှေ့လာမည့် ၃-၆လအတွက်ကြိုတင်ခန့်မှန်းရေးဆွဲထားသော ရငွေနှင့် ပေးငွေဖော်ပြချက်အစီရင်ခံစာ။
Coding	Define posting records on the receipt (cash-/bank book no., amount and project data)	သင်္ကေတသတ်မှတ်ခြင်း	ငွေလက်ခံရရှိသည့်အပေါ်မှတ်တမ်းမှတ်ရာဖြင့် သတ်မှတ်ထားခြင်း ဥပမာ- ငွေစာရင်းစာအုပ်အမှတ်
Coding stamp	Template to enter the coding	သင်္ကေတသတ်မှတ်ရန် မူကြမ်းပုံစံ	Coading အတွက် ပြင်ဆင်ရန် ပုံစံအကြမ်း
Cost center	A way of distinguishing between different activities or projects to define where costs are incurred or income is earned.		ဝင်ငွေ သို့ အသုံးစရိတ်အမျိုးစားပေါ်မူတည်၍ ငွေစာရင်းခေါင်းစဉ်ကုန်နံပါတ်
Currency	A generally accepted medium of exchange. Usually the coins and banknotes of a particular government.	ငွေကြေး	ငွေကြေးဖလှယ်ရာတွင် ယေဘုယျအားဖြင့်လက်ခံထားသော ကြားခံပစ္စည်း။
Donor budget line	Predefined budget line valid for a single donor only	မျှော်မှန်းထားသောလှူဒါန်းမှု	လှူဒါန်းမှုတစ်ခုအတွက်သာလျှင် ပေးချေပြီးသော ကြိုတင်ခန့်မှန်းထားသော

		အတွက်လျာထားငွေ	ငွေကြေးပမာဏ။
Donor code	Donor number predefined by the organization	လှူဒါန်းမှု အတွက်စာရင်း သင်္ကေတ	အသင်းမှ ကြိုတင်သတ်မှတ်ထားသော လှူဒါန်းမှုနှင့်ပတ်သက်သည့် စာရင်းနံပါတ်
Earning	All income generated by services, disposal of assets, interest yield and primarily income from donors and donations.	ဝင်ငွေရရှိခြင်း	လှူဒါန်းမှုမှသော်လည်းကောင်း၊ အတိုးရရှိမှုမှ သော်လည်းကောင်း၊ service မှသော်လည်းကောင်း ဝင်ငွေရရှိခြင်းကို ဆိုလိုသည်။
External audit	A review of the year-end financial statements carried out by a professionally qualified and legally registered auditor resulting in an opinion about whether they give a true and fair view	ပြင်ပစာရင်းစစ်	နှစ်ကုန်သောအချိန်တွင်အရ ည်ချင်းရှိပြီး တရားဝင်မှတ်ပုံတင်ထားသော စာရင်းစစ်မှ နှစ်ကုန်ငွေကြေးဖော်ပြချက်များ ကို ပြန်လည်စစ်ဆေးပြီးငွေကြေး နှင့် ပတ်သက်ပြီးထင်မြင်ချက်ပေး သူ။
Financial Accounting	Recording, classifying and sorting historical financial data, resulting in financial statements for those external to the organisation	ငွေကြေးဆိုင်ရာ တွက်ချက်ခြင်း	အသင်းအတွက်ငွေကြေးဆိုင် ရာ ဖော်ပြချက်ရရှိနိုင်စေရန်ပြီးခဲ့ သောငွေစာရင်းအချက်အလက် များကိုအမျိုးစားခွဲခြားခြင်း၊ မှတ်တမ်းတင်ထားခြင်းများကို ဆိုလိုသည်။
Four-eyes-principle	Control mechanism designed to achieve a high level of security for especially critical decisions or operations.		လုပ်ငန်းလုပ်ဆောင်နိုင်ရန် သို့ အဓိက ဆုံးဖြတ်နိုင်ရန်အတွက် လုံခြုံမှုရရှိနိုင်ရန် ပုံစံဆွဲထားသော ထိန်းချုပ်မှု စနစ်။

General ledger	List divided into debits and credits sections, e.g. accounts payable and accounts receivables.	အထွေထွေလယ်ဂျာ	ရရန်စာရင်း၊ ပေးရန်စာရင်း စသော ငွေစာရင်းများကို တွက်ချက်ထားသောစာရင်း။
IBAN	International Bank Account Number	IBAN	နိုင်ငံတကာဆိုင်ရာ ငွေလက်ခံ၊ လွှဲပြောင်းနိုင်သော ငွေစာရင်းအမှတ်။
Income and expenditure budget	Sets out the anticipated running costs (also referred to as recurrent costs) of the organisation and shows where the funds will come from to cover the costs.	ဝင်ငွေနှင့်အသုံးစရိတ်လျာထားချက်	အသင်း၏ မျှော်မှန်းကုန်ကျစရိတ်များနှင့် အသုံးစရိတ်များအား ကာမိစေနိုင်သည့်
Installment	A monetary payment as part of a hire purchase	အရစ်ကျပေးချေမှု	အကြွေးဝယ်သကဲ့သို့ ငွေပေးချေမှု။
Log frame	A matrix in which a project`s intervention logic, assumptions, objectively verifiable indicators and sources of verification are presented.	မူကြမ်း	စီမံကိန်းဆိုင်ရာ လုပ်ဆောင်ချက်များ၊ ယူဆချက်များ၊ သက်သေအညွှန်းကိန်းများ၊ လက်တွေ့ကျကျလုပ်ဆောင်ချက်များ ဖော်ပြထားသော နမူနာပုံစံ။
Paginate	To number receipts consecutively	နံပါတ်စဉ်	လက်ခံရရှိခြင်းအား အစီစဉ်တကျထားရှိခြင်း
Personal accounts	Accounts payable and accounts receivable are administered through personal accounts	ပုဂ္ဂိုလ်စာရင်း	ပေးရန်ရရှိစာရင်းနှင့်ရရန်စာရင်းများကို သက်ဆိုင်ရာပုဂ္ဂိုလ်စာရင်းများသို့ စီစဉ်ထည့်သွင်းခြင်း။
Power of attorney granted to a bank	Authorisation of account handling and communication with a bank on behalf a	ဘဏ်လုပ်ငန်းဆိုင်ရာလုပ်ပိုင်ခွင့်ပေးထားပြခင်း	လှူဒါန်းထောက်ပံ့သောအဖွဲ့ကိုယ်စား ဘဏ်နှင့်ဆက်သွယ်ရာတွင် လည်းကောင်း

	grantor.		ငွေစာရင်းများကိုတွယ်ရာတွင်လည်း လုပ်ပိုင်ခွင့်ပေးထားခြင်း။
Receipt	A written acknowledgment that a specified article or sum of money has been received as an exchange for goods or services.	လက်ခံရရှိခြင်း	ပစ္စည်း (သို့) ဝန်ဆောင်မှု/ငွေလက်ခံရရှိခြင်း ကောင်း ဖော်ပြထားသောစရွက်စာတမ်း သဘောတူညီချက်။
Restricted funds	Income which has conditions attached to its use, usually with a requirement to report back to the donor.	ကန့်သတ်ရန်ပုံငွေ	အလှူရှင်ထံမှ ငွေရရှိမှုပေါ် ကန့်သတ်ချက်များဖြင့် အသုံးပြုခြင်း၊ အသုံးပြုပြီးနောက် အစီရင်ခံစာဖြင့် တင်ပြတောင်းဆိုရသောငွေ။

Salary advance	Personal advance payment to a contracted employee to be repaid in a fixed period	ကြိုတင်ထုတ်ယူသည့်လစာ	သတ်မှတ်အချိန်တာ တစ်ခုအတွင်း ငွေပေးချေရမည်။ ပုဂ္ဂိုလ်ရေးဆိုင်ရာ ကြိုတင်ငွေပေးချေမှု
Standard project	Project that are not completed during an emergency phase.	နမူနာ စီမံကိန်း	အရေးပေါ်အခြေအနေအတွင်း အကောင်အထည်ဖော်ထားသော စီမံကိန်း
Sub-project	Part of a project which is implemented at different locations. Each sub-project is related to one location only.	စီမံကိန်းခွဲ	နေရာဒေသအမျိုးမျိုးတွင် အကောင်အထည်ဖော်ဆောင်မည့် စီမံကိန်း၏ အစိတ်ပိုင်း၏ အစိတ်ပိုင်း၊ စီအံကိန်းအပိုင်းတစ်ခုစီတိုင်း သည် နေရာတစ်ခုနှင့်သာလျှင် သက်ဆိုင်သည်။
SWIFT	Society for Worldwide Interbank Financial Telecommunication	ဆွစ်(စ်)	ကမ္ဘာတစ်ဝှမ်းရှိ ဘဏ်များ၏ ငွေကြေးဆိုင်ရာ ဆက်သွယ်မှုကွန်ယက်အဖွဲ့ အစည်း။
Transfer	Moving funds from one location to another location	ငွေလွှဲပြောင်းခြင်း	နေရာတစ်နေရာမှ တစ်နေရာသို့ ငွေကြေးလွှဲပြောင်း ဟင်း
Type of expenditure	Special from of expenditure hierarchically below the main budget project related standard accounts.	အသုံးစရိတ် အမျိုးအစား	စီမံကိန်းအတွက် အသုံးပြုမည့် ငွေပမာဏများထဲမှ အသုံးစရိတ်များအတွက်အထူး ထူးပြုပြင်ထားသောငွေစာရင်း။
Unrestricted funds	Funds held for the general purpose of the organization, for spending within the stated objectives	အကန့်သတ်မရှိ ရန်ပုံငွေ	သတ်မှတ်ဖော်ပြထားသောရည်ရွယ်ချက်တွေ အတွက်သော်လည်းကောင်း၊ အသင်း၏

			ယေဘုယျရည်ရွယ်ချက်အတွက်လည်းကောင်း၊ သုံးရန်ရန်ပုံငွေ။
VAT	Value added tax: indirect tax on the domestic consumption of goods and services	VAT	ပစ္စည်းများဝယ်ယူသည့်အပေါ်တစ်ဆင့်အခွန်ကောက်ခံမှု။
Work plan	A prepaid expenses as part of achieving milestones and explains how, or what portion of, a strategic plan will be put into operation during a given operational period.	စီမံကိန်းအစီစဉ်	စီမံကိန်းလုပ်ဆောင်စဉ်ကာလအတွင်း မည်သို့ မည်ပုံအစီစဉ်တကျ လုပ်ဆောင်ရမည်တို့ကိုအတိုချုံးဖော်ပြထားသည့် နည်းလမ်းအစီစဉ်။
Working advance	A prepaid expense as part of a contractually due sum that is paid in advance for goods or services related to project activities	ကြိုတင် ထုတ်ယူငွေ	စီမံကိန်းလုပ်ငန်းများနှင့် ပတ်သက်သော ပစ္စည်းများအတွက်ဝယ်ယူရအတွက်ကြိုတင်ထုတ်ယူထားသော ငွေကြေးတစ်ချို့။


Annexes

Annex 1: Signature Authority



#	AREA OF AUTHORITY	LIMITS APPLIED	DESIGNATED PERSONS
1	Legal documents (where not covered below)		Any two from Ch, Tr, Gs, Ec
2	Leases on property and equipment	Up to \$ 25,000 Over \$ 25,000	Any one from :Ch, Tr, Gs, Ec Any two from: Ch, Tr, Gs, Ec
3	Current Account Cheques	1. Up to \$ 2,000 2. Over \$ 2,000	1. Any two from: Ch, Tr, Gs, Ec one other designated Ec . 2. Any two from: Ch, Tr, Gs, one other designated Ec
4	Bank Account Transfers	Up to \$ 25,000 Over \$ 25,000	Any two from: Ch, Tr, Gs, Ec one other designated Ec. Any two from: Ch, Tr, Gs, one other designated Ec
5	Staff advances/loans	Max \$ 2,000	In case of Ec, Ch or Tr
6	Staff expenses		Tr, Fm Ch or Tr for Ec
7	EC expenses		Ch or Tr (or in case of Ec)
8	Orders for Goods and Services	Up to \$ 1,000 Up to \$ 3,000 Up to \$ 5,000 Over \$ 5,000	Pm providing within budget Ec providing within budget Ch or Tr, providing within budget Any 2 EC and minutes by full Ec meeting
9	Petty Cash expenditure	Up to \$ 100 (single transaction) Over \$ 100	Fm Tr
10	Safe Keys		Fm and Tr
11	Receipt of cash & cheques		Ac
12	Banking of cash & cheques		Ac
13	Annual / sick leave		Fm
14	Maternity / Paternity leave		Ec
15	Contracts of Employment	All staff	Ch, Tr or S
Key	Ch = Chairperson; Tr = Treasurer; Gs = General secretary; Ac = Accounts		
	Ec = Executive Committee member; Fm = Finance manager; Pm = Project manager		

Annex 2: Exchange Receipt

Exchange Receipt		 FREDA	
Organisation:	FREDA Office address: Suite 707, 7th Floor, MWEA Tower, 288/290 Shwedagon Pagoda Road, Dagon Township, Yangon		
Foreign Currency:	USD	Amount of foreign currency:	
Local currency:	MMK	Amount of local currency received:	
Date of exchange:			
Exchange Rate			
Signature (Finance Manager)	Signature (Secretary Finance)	Signature (Chairman)	

Annex 3: Advance Requisition Form



Date _____

Project Name: _____

Purpose: _____

Project Advance: _____

Previous month balance	Previous month advance	Settlement advance	Opening Balance	Advance this month	Date of advance

Note: Advance requests from field locations need attach the latest cash count protocol

Submitted by:

Checked by:

Name: _____

Name: _____

Position: _____

Position: _____

Recommended by:

Chairman's Remark

Name: _____

Name: _____

Position: _____

Position: _____

Annex 4: Advance Payment Register




ADVANCE REGISTER '15				
SR No.	DATE	NAME	AMOUNT	REMARKS

Annex 5: Advance Tracking Sheet



<u>Advances given</u>						<u>Advances cleared</u>						
No.	Date	Amount MMK	Name and Purpose	Signature advance taker	Signature FREDa Finance Manager	Date	Total value vouchers	Difference MMK	MMK paid to advance taker	MMK paid back to FREDa Finance	Signature advance taker	Signature FREDa Finance Manager
1												
2												
3												
4												
5												
6												

Annex 6: Petty Cash Replenishment Form

Petty Cash Replenishment Form				
As of:	[date]	Currency:		
Beginning Balance as of [DATE]				MMK 0
Less: Petty Cash spent during the period				MMK 0
Petty Cash Remaining as of [DATE]				MMK 0
Less: Expenses/Advances not yet recorded				MMK 0
Actual Petty Cash Remaining				MMK 0
Ceiling Amount of Petty Cash				MMK 200.000
Total Cash on Hand				MMK 0
Amount to be replenished				MMK 200.000
Prepared By:		Checked/Reviewed By:		
Date:		Date:		
		Approved by:		
		Date:		

Annex 7: Petty Cash Expense Tracking Sheet



Expenses Tracking Sheet from Petty Cash

Periode covered: _____

Date	PCV No.	Details of transaction	Cash In	Cash Out	Project Exp.	Office Expenses	Tea & Snack	Stationary	Postage	SW, OT DA	Telephone
		Cash Balance as:									
		TOTAL									
		DIFFERENCE									

Annex 8: Salary Payroll



Staff List for (Month) 2015

Sr. No.	Name	Position	Duty Station	Current Salary/Month MMK	Tax/Deductions MMK	Net Salary	Remark
	Total			-	-	-	

Prepared by:

Authorized by:

Paid by:

(Finance Manager)

Secretary (Finance)

(Cashier)

Date :

Date :

Date :

Annex 9: Salary Payment Receipt



FREDA				
Salary Payment				
Name:				
Position:				
Duty Station:		Date:		
	Month:			
Basic Salary			MMK	
Others			MMK	
Deductions	Deduction		MMK	
	Unpaid Leave		MMK	
Total		-	MMK	
	Received by	Prepared by		Paid by
	Name: -----	Finance Manager		Cashier
	Date:	Date:	Date:	

Annex 10: Cash Count Protocol/Cash Verification Sheet



Cash Verification Sheet

Date:

	Currency: MMK	Amount
Balance as per book (A)		
Physical Cash Balance		
as follow: (B)		
	10000x.....	
	5000x.....	
	1000x.....	
	500x.....	
	200x.....	
	100x.....	
	50x.....	
	20x.....	
	10x.....	
	5x.....	
	1x.....	
Total		
Difference (A-B)		

	Currency: USD	Amount
Balance as per book (A)		
Physical Cash Balance		
as follow:(B)		
	U\$....100	
	U\$.....50	
	U\$.....20	
	U\$.....10	
	U\$.....5	
	U\$.....1	
Total		
Difference (A-B)		

In words:

Remarks:

Secretary (Finance)

Finance/Project Manager

Cashier/Disburser

Annex 11: Substitute Receipt



Account code :

Particular	Kyat
Total	

Receiver's Signature: _____

Paid By:

Amount: _____

Amount in words: _____

Date: _____

Checked by

Finance Manager/Project Manager

Annex 12: Budget Variance Analysis

Budget Variance Analysis for Project Name: _____

Budget Variance Analysis for the Month of _____



Sr No	Budget Head	Budget			Actual Expense		Variance (YTD)		Reason	Corrective Action	Responsible Person
		Total	Current month	Year to date (YTD)	Current Month	Year to date (YTD)	Amount	%			

Note:

- 1 Reason and corrective action to be filled only for the variance exceeding $\pm 20\%$
- 2 Use Extra sheet if the space for reason and corrective action is not enough
- 3 Over use 20% should submit to EC

Annex 13: Bank Reconciliation Statement



BANK RECONCILIATION FORM

Office: _____ Currency: _____ Month: _____

Bank Statement Date:	Bank Account:
-----------------------------	----------------------


	Amount
Balance on bank statement	
Less payments in accounts, not on statement (eg unpresented cheques)	
Total Deduction:	
Less receipts on statements not in accounts (eg income received by bank)	
Total Deduction:	
Plus payments on statements not in accounts (eg bank charges)	
Total Addition:	
Plus receipts in accounts not on statement (eg income not yet banked)	
Total Addition:	
Adjusted balance on the bank statement:	
Balance on bankbook:	

Prepared by: _____ Date: _____

Verified by: _____ Date: _____

Remarks: _____

Annex 14: Travel Advance and Reconciliation Form

FREDA AUTHORIZATION OF OFFICIAL TRAVEL							
COMPLETE BEFORE TRAVEL							
Name of Traveler & Position: _____			Approved by: _____				
Purpose of Travel: _____			Title: _____				
Destination: _____			Date: _____				
Number of Days: _____							
Travel Advance (Please fill below for all travel if advance needed)							
Complete before travel:							
Calculation of advance (Per Diem, Accommodation, Transport and Miscellaneous)							
Daily Allowance:	_____ Days	_____ Allowance					
Housing/Hotel:	_____ days x amount	_____					
Transport & Misc:	Bus ticket & Taxi charges						
Total Advance Cost:			MMK				-
				Submitted by: _____			
				Title: _____			
				Date: _____			
Travel Reimbursed <input type="checkbox"/> / Settlement of Travel advance <input type="checkbox"/>							
COMPLETE DURING OR AFTER TRAVEL							
Actual Travel Dates	Actual Travel Times	Location	Daily Allowance	Hotel Cost	Transport and Misc	Grand Total (All costs)	
TOTAL							
Complete for Final Settlement (Reconciliation)							
				Total		_____	
				Advance received		_____	
				Balance		_____	
Approved by: _____			Submitted by: _____				
Title: _____			Title: _____				
Date: _____			Date: _____				
Transportation & Miscellaneous							
Complete during or after travel							
Date	Description	Amount	Currency	Exch. Rate	US\$ Equivalent		
				(if applies: attach exchange rate receipt)	(if applies: attach exchange rate receipt)		
					Total:		