

FINANCIAL MANAGEMENT POLICY AND PROCEDURES

1. INTRODUCTION.

This policy shall be necessary to facilitate the Systematic Financial Accountability by both the Management and the Board of Directors.

OBJECTIVES OF THE POLICY

The objectives of the policy are to provide for: -

- The determination of the sound financial management principles by the Board of Directors in accordance with principles of financial management and in terms of the Close Corporations Act.
- The consultation process undertaken prior to the determination of the policy and the establishment of the sub-committee to deal with the Organisation's financial management activity.
- The drafting and presentation and implementation of the policy.
- The monitoring and evaluation of Finances within the Organisation.

It is the responsibility of the board to:

- Mobilize funds to supplement the available funds and resources for capital and operational expenditure of the Organisation.
- Administer funds, subject to the requirements of the Policy and the Organisation Associations Act.
- Prepare a financial statement annually at any time as it may be requested which reflects income and expenditure as well as assets and liabilities of the Organisation as at the end of the Organisation's financial year.
- Have the annual financial statements and other financial records of the Organisation audited by a suitable qualified person who is duly registered in terms of the Organisation Associations Act.
- Prepare an annual Organisation's budget in which all the funding and other income generations will be stipulated. The budget will be tabled and approved through a

Board of Directors



majority vote by all the Board Member at the Annual General Meeting of the Board of Directors.

DETERMINATION OF THE POLICY BY THE BOARD OF DIRECTORS

- The Board shall determine the Financial Policy in accordance.
- Whenever the Board wishes a particular policy to prevail over the whole policy or part of any of this policy, the Board shall inform the members accordingly, and make a specific declaration in the policy instrument t that effect.
- Subject to the provision of this policy, the Board shall determine policy for the Planning, Provision, and Financing, Coordination, Management, Governance, Programmes, Monitoring, Evaluation and well- being of the financial activities and, may determine systems for the policy.

DIRECTIVE PRINCIPLES

This policy shall be directed toward: -

- Cultivating skills, disciplines and capabilities necessary for sound financial management systems.
- Ensuring the broad participation by staff and the board in the development of the policy.
- Achieving the cost-effective use of the Organisation's resources and sustainable implementation of the services.
- Achieving close co-operation with the national, provincial and local government and international in the effective management of the programs.

CONSULTATION ON THE FINANCIAL POLICY

- This policy shall be determined by the Board after consultation with the stakeholders bodies, e.g. funders, and members and associates of the Organisation
- Nothing in this policy shall limit or prevent the board to consult with whosoever they wish for advice on the determination of the policy.

PUBLICATION AND IMPLEMETATION OF THE POLICY

Board of Directors

KMr Bila S (Chairperson), Mrs Baloyi RM (Deputy Chairperson), Mr Hlungwani TS (Secretary) Mr Maluleke KP (Deputy Secretary, Mr Chauke KD (Treasurer) Ms Baloyi TQ Managing Director



The board shall publish the policy to the Board of Directors meeting within 14 days after determining the policy.

MONITORING AND EVALUATION OF THE FINANCES

- The Board of Directors shall direct that the standards of Financial Management and Accounting provision, delivery and performance within the Organisation are monitored and evaluated by the board members regularly at intervals, with the object of assessing progress in complying with the provision of the Generally Accepted Accounting Practices and the Organisation policies.
- If a report prepared indicates that the standards of the Organisation's provisions, delivery and performance in the Organisation do not comply with the Generally Accepted Accounting Practices, the constitution and policy of KECD MOBILE, the board shall inform the members and require the submission within three months period of a plan to remedy the situation.
- The board and the management in consultation with the members and management staff shall prepare this plan before it is submitted for approval.

FUNCTIONS OF THE SUB-COMITTEE.

The function of the Sub-Committee shall be to:-

- Promote the policy that takes full account of the financial systems of the Organisation, the principles contained in this policy, the education, training and development interests and needs of the management and the board members.
- Share information and views on all aspects of financial matters within the Organisation.
- Draw up rules regarding the financial accountability, budgeting, funding mobilization, convening of its meetings, the frequency of its meetings, the procedure at its meetings, including the quorum for its meetings, and any other matter it may deem necessary for the proper performance of its functions of the exercise of its powers.
- Meetings of the sub-committee shall be held at such times and places as the chairperson may determine from time to time.

ALLOWANCES AND REMUNERATION OF THE MEMBERS OF THE BOARD AND SUB - COMMITTEES.

Board of Directors

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A member of the board or sub – committee who is not in a full time employment of the Organisation, may, in respect of services rendered by that member in connection with the affairs of the Organisation from funds appropriated for that purpose, by the Organisation, be paid such traveling and subsistence and other allowances, as the governing body may determine from time to time.

2. RECEIVING AND RECORDING OF MONEY.

INTRODUCTION:

♦ The Management of the organisation on behalf of the Board of Directors is ultimately responsible for the receipt and recording of all money received and spent by the organisation.

For the purpose of this policy, “money refers to:

- Cheques.
 - Bills.
 - Postal orders.
 - Credit cards vouchers.
 - Cash, etc.
- ♦ The Board of Directors will appoint in writing a Financial Manager to manage the entire organisation’s financial concerns so as to contribute to an increase in the value of the organisation in the long term.
- ♦ The Financial Manager will report directly to the organisation’s Director.
- ♦ The Financial Manager will also over and above the internal tasks he/she performs within the organisation, carry also certain tasks outside the organisation, e.g., liaison with financial institutions on the money and capital market such as commercial banks and other financial institutions.

The primary tasks of the Financial Manager are concerned with:

- Determining the optimal capital requirements of the organisation.
- Providing for the capital requirements of the organisation.

His/her duties shall be broader than in scope than these two primary tasks and as such, he/she will also be responsible for:

- Financial Analysis.
- Financial Planning and Control.
- Determining the extent of the capital requirements.

Board of Directors

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- Determining the way in which financing should be arranged.
- Determining the extent of investment of the surplus money in the organisation to further the aims and objectives of the organisation.
- Training of other members of the organisation and the community in the organisation's area of operation about the productive utilization of the funds.
- Reporting to the Managing Director about Financial and related matters from time to time.
- Fulfilling certain additional responsibilities.

The Board of Directors will also appoint in writing, an Administrator to look after the day-to-day organisation activities.

♦ All moneys received by the organisation will be recorded immediately through the issue of a written pre - numbered receipt. The same number will be recorded in the cash receipt journal. The completed original receipt shall be handed to the person (s) making the payment. The duplicate of the receipt will remain with the person issuing the receipt on behalf of KECD MOBILE.

♦ The responsibility for collection of funds from clients will be delegated to the Administrator of who will be issued with the receipt books.

♦ **The Administrator will:**

- Collect receipt books every morning from the Financial Manager and return them to the Financial Manager at the end of each day together with the documentation of all banked monies.
- The money that is not banked due to the fact that it has been received when the banking time was expired will be kept in the safe pending to be banked the following morning.

♦ The receipt books must be kept in the safe at the end of each day. The receipt books should under no circumstances be taken away from the organisation's premises unless otherwise directed by the Managing Director for certain reasonable reasons. Money should be banked daily at the organisation's banking institution.

♦

3. PAYMENTS.

PAYMENT BY CHEQUE.

- ♦ All payment cheques for payment except petty cash reimbursement cheque must be made with a crossed cheque.

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- ♦ Cheques to be cashed for petty cash should be made through the name of an appointed petty cashier who will be appointed in writing by the Board of Directors. After cashing the cheque, the petty cash must be accounted in the Petty Cash Journal immediately.
- ♦ No cash received may be used to make payments Before being deposited to the organisation's Bank account and
- ♦ Where it is not practical to pay a supplier by cheque, (e.g., buying postage stamps), such purchases should be paid by using the petty cash.

AUTHORISATION OF PAYMENTS.

- ♦ Payments shall only be made when supported by properly authorized cheque requisition forms.
- ♦ All payments must be maintained within the limits of the budget. If the amount exceeds the budget, prior approval of the Board of Directors must be obtained.
- ♦ The Director of organisation must approve and sign on behalf of the organisation for all tenders or quotations.

SAFEKEEPING OF VOUCHERS.

- ♦ All payment vouchers, cheque requisitions, banks statements and paid cheques should be properly filed for audit and reference purposes.

4. PETTY CASH.

AMOUNT FOR PETTY CASH.

- ♦ An initial amount will be made available for petty cash. The Board of Directors will determine the maximum amount of monthly petty cash float from time to time. The amount should be sufficient to cover the normal daily petty cash requirements of the organisation

5. BUDGET

RESPONSIBILITY.

The annual budget shall be drawn up by the Management Team and be approved by Board of Directors or person/s duly appointed by the Board of Directors to perform this task.

OBJECTIVES OF BUDGET PREPARATION.

Board of Directors



- ♦ The budget shall also be used as a control mechanism to monitor whether or not the organisation is meeting its financial goals and objectives.
- ♦ The budget shall be used as an instrument to determine corrective measures, on a monthly basis, which may be made to the organisation's financial plan.

PRINCIPLES IN THE PREPARATION OF THE BUDGET.

- ♦ The budget shall be realistic at all times.
- ♦ All available sources of income shall be taken into consideration.
- ♦ All possible expenses, capital, maintenance and revenue shall be considered.
- ♦ The budget shall take into account the aspects such as changes in legislation, price increases and changes in interest rates, as well as the short - medium - and long - term goals of the organisation.
- ♦ The budget shall recognize the need to build up reserves for major organisation improvements initiatives such as major maintenance.

6. FINANCIAL REPORTING.

The financial year of the organisation shall run from 1 of April of each year. Financial statements shall be prepared monthly for submission to the Board of Directors or person /s appointed by it for reporting purposes. The statements shall be distributed at least three days before the monthly meetings of the Board of Directors.

AUDIT.

The Annual Financial Statements shall be audited by a person appointed by the Board of Directors, who is a registered accountant in terms of Close Corporations Act.

7. PROVIDENT FUND, PAYE, SDL, UIF, WORKMEN COMPENSATION, OCCUPATIONAL AND PROPERTY INSURANCE.

All staff members shall be entitled to participate in payments or deduction of Provident Fund, PAYE, SDL, UIF workmen Compensation and other insurances the organisation may deem fit for its members. The organisation shall deduct an agreed percentage from the each qualifying Staff member's salaries as a contribution. Qualifying members shall be entitled to all benefits due to them from the fund. The Board shall determine the relevant fund / broker from time to time.

8. ASSET MANAGEMENT

ASSET MANAGER

A person who will be handling the administrative function of all Assets, and who organizationally, report to the Managing Director, in this instance it will be the financial manager.

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This person will be delegated in charge of the division and to whom non-consumable [FIXED ASSETS] items have been issued.

He/she will be responsible for these items, until such time as they are returned to the store to be disposed of. He/she may in turn appoint inventory holders.

CHIEF CONTROL OFFICER

A person in control of the whole Management Function of the organisation, in this instance, it will be the Managing Director.

HEAD OF LOGISTICS / ADMINISTRATOR

The official appointed in control of assets in writing.

The person who will be handling all the administrative functions of the assets and in respect consolidates all the functionaries' requests onto the issuing internally, after having been approved by the senior officials WILL BE THE ADMINISTRATOR.

INVENTORY HOLDERS

These will be the persons to whom Non - Consumable items have been issued. These items are accounted for on his/her personal or office inventory and he/she will be held responsible therefore until such time as items are returned or disposed of.

9. TRANSPORT POLICY.

USE AND CARE OF ORGANISATIONAL VEHICLES

No staff member or director may at no circumstances drive a organisation vehicle without a valid driver's license.

In the event of loss or damage of the organisation vehicle, the driver shall be responsible for any excess if the vehicle was being used for personal use, or if the damage or loss was caused by negligence or intent of the driver.

If there is no blame on the driver for loss or damage that occurred during work use, the Organisation will cover the excess.

Drivers causing frequent damage to the organisation vehicles will be liable to pay excess, and may be denied access to the organisation vehicles.

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This policy hereby makes provision for the establishment of a Finance Sub-Committee consisting of: -

- .1. The Chairperson
- .2. Secretary [Administrator]
- .3. The Accounting Officer [Managing Director]

RECEIVING AND RECORDING OF MONEY.

The responsibility for collection of funds from clients will be delegated to the Administrator of who will be issued with the receipt books

ISSUING OF RECEIPTS.

- ♦ The Organisation will make use of pre - printed receipts and affix the Organisation stamp on all receipts issued for all payments to the organisation.
- ♦ A receipt shall be issued for every money received, and for all cash surpluses.
- ♦ A new receipt shall be issued for where a previously dishonored Cheque is settled by the drawer. The original Cheque entry shall be reversed in the cash receipt journal and
- ♦ In the case of a post - dated Cheque, a receipt shall be issued only on the date on which the Cheque can be deposited. Such Cheques shall be stored in the organisation's safe or an equivalent secure place until they are deposited into a bank account.

SAFEKEEPING AND TRANSPORTING OF MONEY.

- ♦ Money payable to the organisation will be received only during the working hours by the Administrator or the Financial Manager and / or the Managing Director of KECD MOBILE.
- ♦ In order to reduce the risk of theft and / or robbery, a minimum amount of money should be kept in the safe; the rest should be deposited in the bank account.

DEPOSITING MONEY.

- ♦ Deposit slips should be properly completed, and the deposit slip totals should be balanced with the Cash Receipt Journal prior to banking of the money.
- ♦ Where a person other than the Administrator or Financial Manager accepts responsibility to deposit money at the bank, that person should check the money to be deposited against the deposit slip details, and should co - sign the deposit slip as evidence thereof, and

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- ♦ Arrangements for depositing money must be for depositing the money must be varied to reduce the risk of loss through robbery. The Financial Manager / Administrator must transport the money to be banked accompanied by a different member of staff on each occasion.

ISSUING DEBTORS STATEMENTS.

- ♦ Debtors statements should be issued within 10 days after the service rendering of product delivered. Follow - up by means of reminders should be made on a monthly basis.

CONTROL AND SUPERVISION.

- ♦ Any person authorized by the Board of Directors shall have the right to access the safe, money, deposit books, receipts and cash receipts journals at any time, in the presence of the Financial Manager or the Administrator or both for control and supervision purposes.
- ♦ All income shall be recorded daily in the Cash Receipt Journal, and expenses in the Cash Payment Journal. Other journals such as the Purchase Journal, Purchase Return Journal, Debtors Journal, Petty Cash Journal, Creditors Journal, General Journal, General Ledger and other accounting records such as Bad Debts records shall be kept by the Financial Manager at all times.
- ♦ Arrangements shall be made to obtain the bank statements on the last day of each calendar month. The accounting record books shall be balanced and reconciled to the bank statements monthly, and
- ♦ The bank reconciliation statement shall be given to the Board of Directors or the person / s nominated by it for checking and control at the last three days prior to the Board of Directors' monthly meetings. The person / s checking must sign the reconciliation to indicate that he she has / they have checked it.

PAYMENTS.

PAYMENT BY CHEQUE.

- ♦ All payment cheques for payment except petty cash reimbursement cheque must be made with a crossed cheque.

PROCEDURE FOR ISSUING CHEQUES.

- ♦ There must be three signatories to the Organisation's bank account, the Board's Chairperson, Managing Director and the Treasurer. The Board of Director shall determine the signatories or make changes from time to time as the board may direct.

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- ♦ All cheques, except that of petty cash, shall be crossed “not transferable” and signed by two of the three signatories authorized by the Board of Directors.
- ♦ No alteration shall be allowed to any payment cheque, if mistakes are done, the cheque must be cancelled and written “CANCELLED” in large letters in ink across the cheque and on the cheque counter foil and filed in sequence - together with the cheques returned by the bank after payment has been made.
- ♦ Only one cheque book may be in use at any one time for the same bank account.

AUTHORISATION OF PAYMENTS.

- ♦ Payments shall only be made when supported by properly authorized cheque requisition forms.
- ♦ All payments must be maintained within the limits of the budget. If the amount exceeds the budget, prior approval of the Board of Directors must be obtained.
- ♦ Requisitions must be accompanied by written source documents such as written quotations, order forms or invoices and signed as evidence of the receipt and of items / services to be purchased being paid for.
- ♦ The signatories and the Financial Manager must check the supporting documents before approving the requisition forms or signing the cheque used for the payment for goods or services.
- ♦ The Director of organisation must approve all tenders or quotations.
- ♦ A short list of possible suppliers should be compiled and proper inquiries be made regarding their ability to provide the goods / services required.
- ♦ Unless there are valid reasons, the lowest tender or quotation will usually be accepted but not compromising quality.

SAFEKEEPING OF VOUCHERS.

- ♦ All payment vouchers, cheque requisitions, banks statements and paid cheques should be properly filed for audit and reference purposes.
- ♦ Cheque requisitions and payment vouchers should be filed in sequence according to cheque numbers, together with their respective returned paid cheques.

PETTY CASH.

AMOUNT FOR PETTY CASH.

- ♦ An initial amount of R1000.00 will be made available for petty cash. The Board of Directors will determine the maximum amount of monthly petty cash float from time to



time. The amount should be sufficient to cover the normal daily petty cash requirements of the organisation.

- ♦ The original petty cash advance should be made in the form of an uncrossed cheque made out in the name of the Petty Cashier. Thereafter, the petty cash should be reimbursed by cheque upon the presentation of appropriately authorized petty cash vouchers.

PROCEDURE FOR CONTROLLING PETTY CASH.

- ♦ No advances may be made out of petty cash, except where the amount has been authorized, e.g., to be given to purchase products or service. Wherever possible, the amount due should be determined in advance and payment made by cheque.
- ♦ The petty cash box should be kept in the safe or equivalent secure place when not in use.
- ♦ Only the Financial Manager, the Managing Director or other person /s duly authorized by the Board of Directors may have access to the petty cash box.
- ♦ The petty cash should be balanced and reconciled monthly.
- ♦ The impressed system of petty cash shall initially be in use by organisation.

5. BUDGET PROCEDURES.

RESPONSIBILITY.

The annual budget shall be drawn up by the Board of Directors or person /s duly appointed by the Board of Directors to perform this task, and should be tabled at the Annual General Meeting for approval by all the stakeholders.

OBJECTIVES OF BUDGET PREPARATION.

- ♦ An annual budget shall contain a detailed plan of activities, which are scheduled to take place during the financial year of the organisation. It shall provide information about expected income and anticipated expenditure during the next financial year.
- ♦ The budget shall also be used as a control mechanism to monitor whether or not the organisation is meeting its financial goals and objectives.
- ♦ The budget shall be used as an instrument to determine corrective measures, on a monthly basis, which may be made to the Organisation's financial plan.

PRINCIPLES IN THE PREPARATION OF THE BUDGET.

- ♦ The budget shall be realistic at all times.
- ♦ All available sources of income shall be taken into consideration.
- ♦ All possible expenses, capital, maintenance and revenue shall be considered.
- ♦ Proper motivations shall be prepared and be presented to the Board of Directors for all cost - centres.
- ♦ A separate budget preparation form shall be completed for each item of income and expenditure.

Board of Directors

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- ♦ The budget shall take into account the aspects such as changes in legislation, price increases and changes in interest rates, as well as the short - medium - and long - term goals of the organisation.
- ♦ The budget shall recognize the need to build up reserves for major organisation improvements initiatives such as major maintenance.

6. FINANCIAL REPORTING.

FINANCIAL YEAR.

The financial year of the organisation shall run from 1 April of each year.

MONTHLY REPORTING.

- ♦ Financial statements shall be prepared monthly for submission to the Board of Directors or person /s appointed by it for reporting purposes. The statements shall be distributed at least three days before the monthly meetings of the Board of Directors.

ANNUAL FINANCIAL STATEMENTS.

Un-audited Annual Financial Statements shall be presented to the Board of Directors for consideration within 1 month after the end of each financial year.

Audited financial statements shall be presented to the Board of Directors within 2 months after the end of each financial year.

The audited financial statements shall be tabled at the Annual General Meeting of the Board of Directors within 3 months after the end of the financial year.

AUDIT.

The Annual Financial Statements shall be audited by a person appointed by the Board of Directors, who is a registered accountant in terms of Close Corporations Act.

7. PROVIDENT FUND, PAYE, SDL, UIF, WORKMEN COMPENSATION, OCCUPATIONAL AND PROPERTY INSURANCE.

PROVIDENT FUND

The organisation shall deduct an agreed percentage from the each qualifying Staff member's salaries as a contribution towards the provident fund, and the Organisation shall contribute an equal percentage as a contribution towards the provident fund. Qualifying members shall be entitled to all benefits due to them from the fund. The Board shall determine the relevant fund / broker from time to time.

PAYE AS YOU EARN (PAYE)

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All qualifying staff members according to the EMP10 of each financial year shall be liable for the payment of PAYE, which shall be deducted from the staff salaries at the end of each month.

SDL

The organisation shall pay the Skills Development Levy and other levies whenever liable to pay such a levy according to SARS Requirements.

UIF

The organisation shall deduct a required percentage, currently 1% from the employee, and shall also contribute the same percentage, i.e. 1% and made payable to either SARS or department of Labour.

WORKMEN COMPENSATION.

The organisation shall pay all the amounts owed to the Compensation Commissioner after having received the invoice or request to make SUCH A PAYMENT.

PROPERTY INSURANCE.

The organisation shall insure all its properties including the staff and learners. Furthermore, the insurance shall make provision for public liability to protect any one walking inside the organisation's premises for doing business with the organisation.

LEARNERSHIP ALLOWANCES

A Learnerships Allowance budget must not be tampered with at all. A Requisition for the relevant official shall approve the payment of Learnerships Allowance at all times. A Learnerships Attendance Register and a Learnerships Pay sheet shall be a proof of that transaction and that learners deserved payment. All learners are required to sign the pay sheet after receiving their allowances at agreed payment periods.

THIS SHALL BE THE FINANCIAL MANAGEMENT POLICY AND PROCEDURES, FOR AND APPLICABLE TO KHANIMAMBA EARLY CHILDHOOD DEVELOPMENT MOBILE APPROVED BY

Board of Directors

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**THE BOARD OF DIRECTORS AND SHALL BE REVIEWED AS AND WHEN THE BOARD DEEMS IT
NECESSARY**

Approved date: -----

Co-Ordinator: Signature: Date:.....

Secretary: Signature: Date:.....



Treasurer: Signature: Date:.....

Board of Directors

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Board of Directors

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