



OPERATIONAL PROCEDURES
Financial Management

Manusher Jonno Foundation (MJF)
Fund for Governance and Human Rights Initiatives

Table of Contents

INTRODUCTION	Error! Bookmark not defined.
Chapter 1: HUMAN RESOURCE MANAGEMENT	Error! Bookmark not defined.
1.1 RECRUITMENT	Error! Bookmark not defined.
1.2 CONTRACTS	Error! Bookmark not defined.
1.3 PERFORMANCE MANAGEMENT	Error! Bookmark not defined.
1.4 COMPENSATION, BENEFITS AND LEAVE	Error! Bookmark not defined.
1.4.1 Compensation	Error! Bookmark not defined.
1.4.2 Leave	Error! Bookmark not defined.
1.5 BENEFITS	Error! Bookmark not defined.
1.5.1 Termination Benefits	Error! Bookmark not defined.
1.5.2 Housing and Medical Benefits	Error! Bookmark not defined.
1.6 TRANSPORTATION BENEFITS	Error! Bookmark not defined.
1.7 PER DIEM AND LODGING	Error! Bookmark not defined.
1.8 TRAINING	Error! Bookmark not defined.
1.9 TERMINATION	Error! Bookmark not defined.
1.9.1 Grounds for Termination	Error! Bookmark not defined.
1.9.2 Termination Process	Error! Bookmark not defined.
1.10 RESIGNATION	Error! Bookmark not defined.
1.11 HIRING CONSULTANTS	Error! Bookmark not defined.
Delegation of Authority	Error! Bookmark not defined.
Chapter 2: FUND DISBURSEMENT	Error! Bookmark not defined.
Section 1: Fund Disbursement Procedures	
Pre-Mou	Error! Bookmark not defined.
2.1 ELIGIBILITY CRITERIA	Error! Bookmark not defined.
2.2 GRANT SIZES	Error! Bookmark not defined.
2.3 THE BIDDING CYCLE	Error! Bookmark not defined.
2.4 CONFLICT OF INTEREST	Error! Bookmark not defined.
Section 2: Fund Disbursement Post-Mou	Error! Bookmark not defined.
2.5 INTRODUCTION	Error! Bookmark not defined.
2.6 FINANCIAL CONTROL AND REPORTING	Error! Bookmark not defined.
2.7 BANK ACCOUNT	Error! Bookmark not defined.
2.8 GRANT PAYMENTS	Error! Bookmark not defined.
2.9 APPROVAL PROCESSES	Error! Bookmark not defined.
2.10 PROCUREMENT	Error! Bookmark not defined.
2.11 GOODS & EQUIPMENT	Error! Bookmark not defined.
2.12 BUDGETARY CONTROL	Error! Bookmark not defined.
2.13 ACCOUNTING	Error! Bookmark not defined.
2.14 ANNUAL AUDITED ACCOUNTS	Error! Bookmark not defined.
2.15 TERMINATION	Error! Bookmark not defined.
2.16 INDEPENDENT AUDIT OF THE FUND	Error! Bookmark not defined.
2.17 COMPLIANCE	Error! Bookmark not defined.
Delegation of Authority	Error! Bookmark not defined.
2.18 DEFINITIONS	Error! Bookmark not defined.
Chapter 3: FINANCIAL MANAGEMENT	1
3.1 GENERAL PURPOSE	4
3.2 THE GOVERNING BODIES	4
3.3 ACCOUNTING AND RECORD KEEPING	5
3.4 BUDGETING PROCESS	5
3.5 FINANCIAL STATEMENTS	6
3.6 FINANCIAL ACCOUNTING PERIOD	6
3.7 FUNDS AND BANKING	7
3.8 CASH DISBURSEMENTS AND PAYMENTS	7
3.9 COMPENSATION AND PAYROLL	9
3.10 REIMBURSEMENT REQUESTS	9

3.11	PAYMENT TO PARTNER NGO'S _____	9
3.12	PER DIEM EXPENSE ALLOWANCES _____	9
3.13	TRAVEL ADVANCES _____	9
3.14	AUDIT _____	10
3.15	PROPERTY AND EQUIPMENT _____	10
3.16	CONFIDENTIALITY AND RECORDS SECURITY _____	12
Delegation of Authority _____		12
Chapter 4: Procurement _____		Error! Bookmark not defined.
4.1	MATERIALS REQUIREMENT PLANNING _____	Error! Bookmark not defined.
4.2	PURCHASE REQUISITION (PR) _____	Error! Bookmark not defined.
4.3	PURCHASING PROCESS _____	Error! Bookmark not defined.
4.4	Vendors List and Vendor enlistment _____	Error! Bookmark not defined.
Manusher Jonno shall continue with the vendor list maintain by Care Bangladesh. In this regard a memorandum may be established between Care and MJ for use Care's vendor list and the policy applicable for Care shall also bind the enlisted vendor if work order provide by MJ. Error! Bookmark not defined.		
4.5	Annexes on Procurement Planning _____	Error! Bookmark not defined.
PROCESS Delegation of Authority _____		Error! Bookmark not defined.
4.6	ABBREVIATIONS _____	Error! Bookmark not defined.
Chapter 5: Administration _____		Error! Bookmark not defined.
ADMINISTRATION Procedures _____		Error! Bookmark not defined.
5.1	TRAVEL _____	Error! Bookmark not defined.
5.2	EQUIPMENT AND SUPPLIES _____	Error! Bookmark not defined.
5.3	SECURITY AND SAFETY _____	Error! Bookmark not defined.
5.4	TRANSFER OF RESPONSIBILITIES (Handover) _____	Error! Bookmark not defined.
5.5	PROPERTY MANAGEMENT AND CONTROL _____	Error! Bookmark not defined.
5.6	INVENTORY MANAGEMENT _____	Error! Bookmark not defined.
5.7	DAY TO DAY MAINTENANCE WORKS _____	Error! Bookmark not defined.
DELEGATION OF AUTHORITY _____		Error! Bookmark not defined.

FINANCIAL MANAGEMENT

1.1 GENERAL PURPOSE

The purpose of the Financial Management policies is to establish a framework for the Governing Board the operation of which is to be delegated to the ED to ensure that MJF funds are utilized in the most transparent, accountable and cost effective manner. This framework is to be utilized and the procedures applied when developing financial goals and objectives, making financial decisions and reporting the financial status of the Foundation.

1.2 THE GOVERNING BOARD (GB)

The GB provides over all oversight to MJF. Specifically the GB is responsible for approving financial policies, approve annual budget, appoint auditors, delegate administration of such policies to the ED, and review operations of MJF on a periodic basis.

The GB establishes the general financial direction of the Foundation and relies on the Executive Director (ED) and the Director, Finance and Administration (DFA) for the day to day operations and financial decisions. The Board delegates its responsibility to the Executive Committee (EC) for providing support to the ED on certain financial matters.

The EC is responsible for the following:

- Review and report to the GB on the financial condition of the Foundation;
- Review the annual budget and recommend it to the GB;
- Provide advice and counsel as requested by the ED regarding fiscal matters;

The general and daily financial management and reporting of the Foundation are implemented by the ED and the Director, Finance Admin. The Foundation's ED acts as the primary fiscal agent with final responsibility for all fiscal decisions. The ED is responsible for overseeing the design and implementation of proper accounting systems, procedures and budgetary processes including but not limited to accounts receivable, accounts payable, proper maintenance of any Foundation checking accounts, production of monthly, quarterly, and annual fiscal reports and other fiscal policies or procedures necessary for the operation of the Foundation. Such responsibilities will include but will not be limited to assuring the completion of an annual independent Audit, fulfilling the requirements of all funding sources and all legal fiscal requirements prescribed in the Companies Act 1994 and the Foreign Donation Ordinance 1978 with its amendments by the Government of Bangladesh throughout the Foundation and assuring that all Foundation contracts and disbursements of monies for services performed by contractors are properly implemented.

Both the ED and the Director Finance Admin. are responsible for implementing all financial policies and procedures, recommending expenditures and revenue objectives for the Foundation in accordance with the GB approved long-term plans, and designing the annual budget in cooperation with the appropriate staff and Committees.

1.3 ACCOUNTING AND RECORD KEEPING

The DFA, directly supervised by the ED, is responsible for the preparation of the Chart of Accounts, Reporting Formats, Accounts Payable Processing, Payroll input, Cash Receipts input, Journal Entries for General Ledger and Bank Reconciliations.

1.4 BUDGETING PROCESS

The Foundation's budgeting process is coordinated by the Budget Committee. The Budget Committee will be comprised of the ED, DFA, and Directors of other Units such as Rights, Governance and Capacity Development.

The purpose of a budget process is to provide, in a consolidated form, the necessary guidelines for its preparation. The prime objective of a set of budget guidelines is to serve as a guide to those involved in the budgetary process by providing instructions that are clear, concise and easy to understand.

The DFA, has the responsibility of coordinating the overall budget material into a consistent and readable format. The Directors have the responsibility for developing and coordinating the budgets within their areas of responsibility. The ED will review and approve it.

A set of yearly expenditure estimates will be established for each Unit. Each Unit will submit a complete set of expenditure estimates. The starting point for developing the budget is to assume that the expenditures in each Unit are similar to the immediately preceding year. Each Unit should consider the previous year actual results as a basis for the coming year if the size of operation remains same, however, depending on the programme structure and Project Proposal, the size may vary.

The Finance section will adhere to the following timeline:

The Directors shall be responsible for providing an annual operating budget draft for their corresponding units to the DFA sixty (60) days prior to the end of the fiscal year. The DFA or designated manager will prepare the (office) budget.

The DFA will consolidate the individual budgets and provide copies to the Executive Committee (EC) at least thirty days (30) prior to the end of the fiscal year.

The EC shall review and approve the recommended budget for the fiscal year and submit the final budget for approval to the GB fifteen (15) days prior to the end of the fiscal year.

The EC, the ED, the DFA, the Directors will meet semi-annually to review and adjust the approved budget. The ED will chair the meeting. . A report will be placed at the next GB meeting. Any adjustments to the approved budgets will be placed on the agenda for approval by the GB. The annual budget must be approved by the GB and a copy must be circulated to all concerned departments before the commencement of the concerned fiscal year.

Table 1: Internal Controls: Responsibilities/Accountability

Officers	Responsibilities
-----------------	-------------------------

Foundation Employees	<ul style="list-style-type: none"> • Prepare budgets in accordance with planned activities and budget guidelines.
Department Heads (Director)	<ul style="list-style-type: none"> • Co-ordinate, oversight and review preparation of respective unit budgets and forward to DFA.
Director-Finance and Administration	<ul style="list-style-type: none"> • Co-ordinate Foundation budget process. • Consolidate Foundation Budgets.
Budget Committee	<ul style="list-style-type: none"> • It provides an overview of strategic considerations, recommends budget priorities and evaluates budget proposals and up date to the EC on the development of the Foundation's budget.
Governing Board	<ul style="list-style-type: none"> • Approve Foundation budget
Manager-Accounts	<ul style="list-style-type: none"> • Load Foundation budget to the finance system.

1.5 FINANCIAL STATEMENTS

The Foundation's annual financial statements shall be prepared on the accrual basis of accounting in accordance with International Financial Reporting Standards (IFRS), and more specifically in accordance with standards of accounting and reporting system for non-profit organisations as practiced in the Bangladesh.

Monthly, quarterly and semi-annual financial statements may be prepared on the cash basis of accounting. These financial statements will be prepared solely for internal review purposes.

The following financial statements shall be prepared and submitted to ED through DFA on monthly basis:

- a) Receipts and Payments accounts
- b) Income & Expenditure account
- c) Balance sheet and
- d) Budget and Expenditure Summary

The FD-4 shall be prepared annually or when the NGOB asked for.

The budget and expenditure summary shall be prepared by the Manager Accounts shall circulate the same through LAN by the 15th of the following month. Significant variances in reconciliations are to be investigated and resolved timely.

1.5.1 Special features of Donor's reporting

Donor's reporting shall be made as per the agreement with the Donor. If the Donors want unique reporting (as in case of Consortium funding), it shall done so. If the reporting period is not mentioned in the agreement, it has to be mutually agreed upon or as per the reporting of the Foundation.

1.6 FINANCIAL ACCOUNTING PERIOD

The financial account period for the Foundation will be January 1 to December 31. However, according to Donor's requirement particular period may be mentioned for particular donor.

1.7 QUARTERLY CLOSE UP PROCESS

Quarterly close up process shall be maintained for Foundation's central accounts incorporating the disbursements to PNGOs. The quarters will be as follows:

January-March	1 st quarter
April-June	2 nd quarter
July-September	3 rd Quarter
October-December	4 th quarter

However, depending on the Donor's reporting agreement, the composition of the quarter may vary and shall be approved by ED.

1.7.1 Dependencies for Close up Process

The close up process shall be a team work and will depend on the team efforts. The close up calendar shall be developed by DFA to be circulated for all concerned. As the major transactions are related with the partners reporting, the quarterly reports should be disposed off by the responsible person within the date mentioned in the close up calendar. Non-compliance by any staff will delay the total process. The Finance Contact persons are mainly dependent on the Programme Contact persons and the accounts personnel are dependent on Finance contact persons. Therefore, the programme contact persons should submit the deliverable i.e. the partners report to the finance contact persons and the finance contact persons deliver the completed reports to the accounts section within the time limit as per the close up calendar. The accounts section shall disburse the payments and account for the expenditure (subject to availability of the fund) within 3 days of receiving the final approval from DFA. The time limit for every contact persons have been described in the Close up calendar attached in Annex-A

The close up time line and dependencies can be modified with ED's approval after discussing in the SMT.

1.8 FUNDS AND BANKING

Funds of the Foundation shall be deposited in the Foundation's bank accounts as may be designated by the GB. The DFA shall closely monitor the balances of the accounts.

The regular checking of balance of a bank account in the ledger with the balance shown on the bank statement for the same period is an important accounting requirement. Although the two separate records cover cash transactions for the same period, it is rare for the two balances ever to agree. The effect of bank reconciliation is to identify the differences between the bank statement balance and the financial ledger.

The opening, closing and operation of bank account shall be decided in the Governing Board upon request from the DFA.

1.9 CASH DISBURSEMENTS AND PAYMENTS

Invoices (other than PNGOs Expenditure statement and Call forward) shall be received by the Foundation's Accounting department where they are stamped with the incoming date

and forwarded to the appropriate unit/procurement/store section for comments/recommendations. Upon receiving the recommendations/clearance from the concerned person/department/unit the Accounts Officer (AO) will prepare an invoice top sheet and forward the form to the approving authority as per Delegation of Authority (DOA) for his/her approval. Once the top sheet has been approved, the AO- will prepare the cheque and enter into ACCPAC.

The cheque along with the invoice copy and corresponding purchase order, where applicable, shall then be forwarded to the ED for signature. Any cheque greater than Tk 200,000 will have a second signature of one of the three Directors. The cheque above Tk 55,00,000 shall be signed jointly by the ED and the Treasure/Chairperson. An attempt will be made to take advantage of all discount periods. In any case, all invoices should be paid within 30 days from the receipt of the invoice, otherwise to be refunded/rejected.

The cheque will be delivered to the vendor as described in the invoice or to the authorized representative. The paid invoices shall be numerically numbered and shall be kept on a monthly basis file for any fiscal year.

The payment of the partners shall route as per the close up process.

1.10 PETTY CASH MANAGEMENT

A petty cash of Tk 10,000 shall be maintained for petty expenditure. The limit of petty cash payment is Tk 3,000 for single transaction. Petty cash shall be replenished as soon as it reaches nearly to the limit upon submission of petty cash expenditure statement with supporting documents. The petty cash should be counted by higher accounts personnel at least 3 times a year and reconciled with the petty cash software.

1.11 CHART OF ACCOUNTS

The chart of accounts of MJF shall be of five digits. The 1st number shall indicate the nature of accounts as follows:

10000	Current assets (chronologically depending on liquidity). The details of sub-ledger (advances) accounts shall be a combination of both digits and alphabet.
20000	Current liabilities. Like the assets, beginning from the immediate liabilities to accrued expenses
30000	Long term Liabilities including Receipts from Donors/Incomes (the receipts from the Donor shall be treated as income shall be liabilities, unless waived by the Donor in writing or through agreements, retained earnings etc.
40000	Revenues and Interest Incomes
50000	All kind of Expenditures

The chart of accounts of the Foundation is attached in Annex-B. It will be necessary to add or delete accounts. For any new accounts, the Manager-Accounts in consultation and approval of DFA shall add in the ACCPAC. Deletion of accounts should be avoided for consistency purpose.

1.12 COMPENSATION AND PAYROLL

Payroll is executed monthly. Based on the information from the Accounts Officer (AO), the draft payroll reports shall be prepared by the MIS and forwarded to the Manager-Accounts (MA). After being confirmed by the MA, the Salaries shall be paid by direct account transfer to each employee's account. As soon as the payment advice sent to the bank, the AO shall provide the Payroll advice to the respective persons.

The compensation of the ED shall be determined by the GB. Compensation ranges for all staff positions below the Directors shall be developed by the ED, The Directors salary shall be determined by the Executive Committee. These ranges are reviewed periodically by the GB. All changes in the rate of compensation for an individual other than the ED shall be approved by the ED.

1.13 REIMBURSEMENT REQUESTS

Employees and Foundation representatives on a weekly basis will complete personal Expense Reports (if required). Members of the GB will also complete expense reports for costs incurred in relation to their duties as GB. Receipts must be attached to all requests for reimbursement. The receipts must indicate the amount spent, the item purchased, the date purchased, and the seller's name. All requests for reimbursement must meet the same requirements as Purchase Orders (as described in Procurement Manual). Requests for reimbursement must be dated and received by the Manager-Accounts Office no more than 45 days following the date of the expenditure. The Expense Reports (TER) shall be approved by the Department Head of the employee's respective Department or Director-F&A prior to being submitted to the Finance Department and Accounting for payment. Under no circumstances should 'Expense Report' be approved by the person who incurred the expenses.

1.14 PAYMENT TO PARTNER NGO'S

The close up process shall be applicable for payment to PNGOs. Partners payment are made in the form of advance and upon receiving Expenditure Statements from the PNGOs, the advance shall be adjusted and a new advance may be made based on the Call Forward being recommended by the program contact person. Unless the finance contact person receive the specific recommendation from the programme contact person, the call forwards shall be further reviewed by the finance contact person to arrive a realistic call forward for better fund management.

1.15 PER DIEM EXPENSE/ALLOWANCES

The Foundation will provide for per diem allowances as detailed in Section 6.00 of the Operational Procedure-Human Resource (HR).

1.16 TRAVEL ADVANCES

This is applicable for travel for field trips and other office trips. Employees who request travel advances must do so through travel advance form (Appendix A) at least 24 hours

(without holidays) prior to the needed date of the advance. In emergency case and consecutive travel, the time limit may be waived. Employees will be responsible for adjusting advances given to them in a timely manner and provide supporting receipts. Under no circumstance will advances be given to employees who have outstanding and unadjusted travel advances.

1.17 AUDIT

The Foundation will have an Audit of its financial statements annually, after January 1 and before March 31 of each year. The Audit shall be made by a firm of Independent Chartered Accountant. The fiscal Audited year shall be January 1 to December 31 of each year. The Board shall approve the selection of a qualified firm to perform the annual Audit. In addition, the Treasurer of the EC and the EC shall report the final results to the GB.(not clear) If there should be any exceptions to the Audit, the Auditor shall be invited to attend the annual presentation to the GB.

1.17.1 Internal Audit

The internal audit of the organization shall be outsourced to a reputed firm of Chartered Accountancy. The outsourced firm shall audit on half yearly basis and report to the Chairman of the Governing Board. The DFA shall be responsible for implementation of the recommendation and will submit the implementation status report to the Governing Board. The ED shall circulate the necessary actions for the implementation of the recommendations.

1.18 PROPERTY AND EQUIPMENT

Property and equipment shall be charged fully during the year of purchase for the Donor reporting; however for Balance Sheet purposes depreciation is computed over the estimated useful lives of the assets using the straight-line method. A detailed listing of all property and equipment shall be maintained by the F&A department at all times. The ED or the DFA must approve any removals of property from the Foundation's books of accounts.

The organization shall maintain proper records of all fixed assets. All fixed assets shall have an identification number and the number shall be written down/paste with sticker in suitable place on the asset. The Management of Fixed Assets shall be under the disposal of Manager Operation. The removal or replacement of Fixed Assets requires Manager Operation's approval.

1.18.1 Depreciation

The rate of depreciation for the fixed assets of the foundation shall be as follows:

Office Equipments (includes the air-conditioner and generator)	15%
Computer, printer and allied equipments	25%
Furniture & fixtures	15%
Automobiles	20%
Building	10%
Electrical and other Equipments	20%

If the Foundation procured any 2nd hand fixed assets, the depreciation of those assets shall be 50% of the procured value.

The value of any furniture, fixtures or equipment is less than Tk 2,000 shall not be treated as fixed assets, however, a separate list of those assets shall be maintained and to be charged to Office Supplies.

1.18.2 Scrapping or Write-off of Fixed Assets

In the following cases, write off of the fixed shall take place

- i) Life of the assets is over;
- ii) The quality of assets have so deteriorated that it become unusable;
- iii) The assets are damaged, broken and repairable is not feasible;
- iv) Become un-usable due to un-available of spare-parts;
- v) Assets are lost or theft

On submission of such assets list to ED, the way of disposal shall be recoded and necessary instruction shall be issued by her.

1.18.3 Physical Counting of Fixed Assets

The Fixed Assets are to be physically counted and reconciled annually with the statement/register. This may be done internally or through outsourcing. At the same time, the stationeries and other materials are also to be physically counted.

1.19 RISKS MANAGEMENT WITHIN ACCOUNTING SOFTWARE

MJF is using the accounting software ACCPAC . The accounting software shall be preserved in a separate PC and shall be operated as per the following confidentiality:

- a) The entry shall be made by the Accounts Officer using password for entry;
- b) The posting shall be made by the Manager Accounts using password for posting;
- c) The adjustment entries shall be passed by the Manager Accounts after being discussed and approved by the DFA;
- d) On every week end the back-up shall be preserved in a separate hard disk/CD;
- e) Year closing back up shall be preserved in both hard and soft copy in separate disk/CD
- f) Passwords should be preserved secretly.

1.20 DELEGATION OF AUTHORITY

Delegation of authority (DOA) matrix based on the financial limits is attached in Annex-C.

1.21 CONFIDENTIALITY AND RECORDS SECURITY

Financial records are restricted materials with limited access. Only the ED and the DFA (or others so authorized) shall have access to financial records (Checks, journals, payroll, etc.).

1.22 MANUAL PROCESSING

If due to any reason accounting software cannot be used for necessary entry and recording, the manual processing shall be done taking into the following considerations:

- i) The debit and/or credit vouchers shall be prepared with the same chart of accounts;
- ii) A manual cash book shall be maintained in Excel sheet
- iii) Approval and Authorization shall be done as per the delegation of authority;
- iv) As soon as the Accounting Software will be ready, the entries shall be made in the software;

1.23 CLOSING ENTRIES

Certain closing entries must be made before drawing final accounts for any accounting period. Among many other closing entries, the following few must be ensured by the Manager accounts:

- i) Accrual expenditures, i.e Outstanding Utility bills,
- ii) Gratuity provision;
- iii) Depreciation charges;
- iv) Audit and legal fees
- v) Any other liabilities that will arise out of the operation of that year.

DELEGATION OF RESPONSIBILITY

Financial Management

Task/Activity/Report/Document	Responsible
<ul style="list-style-type: none">• Formulate Financial Policies• Delegate Administration of Policies• Authorize bank signatories	Governing Board
Preparation of: <ul style="list-style-type: none">• Reporting Formats• Coordination MJF budget process	Director- Finance and Administration
Preparation of: <ul style="list-style-type: none">• Chart of Accounts• Payroll Input• Charging instructions• Checking the vouchers• Journal Entries for General Ledger• Bank Reconciliations	Manager-Accounts

<ul style="list-style-type: none"> • Consolidate MJF Budgets for presentation. • Preparation of monthly, quarterly and yearly accounts; 	
<ul style="list-style-type: none"> • Review the check list being prepared by the Finance Officers • Review the financial monitoring reports 	Manger-Grants Control
<p>Preparation of:</p> <ul style="list-style-type: none"> • Receiving & date stamping & forwarding invoices • Verifying monthly payroll expenses • Preparation of Cheques & Entering it on Accounting System • Preparation of vouchers and get it approval • Filing of vouchers 	Accounts Officer
<ul style="list-style-type: none"> • Maintain petty cash expenses • Report on petty cash and get replenishment 	Admin Assistant
<ul style="list-style-type: none"> • Approving MJF's Budget • Appointing a Treasurer • Approving compensation ranges/removals of property 	Governing Board Executive Director
<ul style="list-style-type: none"> • Access to financial records 	Executive Director
<ul style="list-style-type: none"> • Co-ordinate, oversight and review preparation of respective unit budgets and forward to Budget Committee. • Approving FORM FM-EXP prior to submitting to F&A department 	Department Heads
<ul style="list-style-type: none"> • Providing advice to the Treasurer on development of Foundation Budgets. • Provides an overview of strategic considerations, recommends budget priorities, and evaluates budget proposals and competing claims. 	Executive Director
<ul style="list-style-type: none"> • Prepare budgets in accordance with budget policy and guidelines. • Completing personal expense reports on weekly basis 	Employees/Representatives