

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA  
(IMAU)**

**FINANCIAL MANAGEMENT  
SYSTEM**

**OCTOBER 2003**

## TABLE OF CONTENTS

	Pages
Introduction.....	1
Planning and budgeting.....	2
Accounting records.....	3
Fixed assets.....	3
Personnel costs.....	6
Bank and bank reconciliation.....	7
Petty cash.....	9
Stocks.....	10
Management of motor vehicles and motorcycles.....	11
Compliance with statutory requirements.....	12
Appendices: Accounting documents in use by IMAU and glossary .....	13
Appendix :	
1 - Format of master budget.....	13
2 – Financial report for quarter.....	15
3 – Fixed assets register – purchased assets.....	16
4 – Fixed assets register – donated assets.....	17
5 – Cheque requisition form.....	18
6 – Cheque register.....	19
7 – Purchase order.....	20
8 – Stock card.....	21
9 – Stock requisition form.....	22
10 – Summary of motor vehicle expenses.....	23
11 – Analysis of motor vehicle movement.....	24
12 – Bank reconciliation statement.....	25
13 – Inventory taking list.....	26
14 – Telephone record book.....	27
15 – Cheque payment voucher.....	28
16 – Travel advance request.....	29
17 – Travel expenses report.....	30
18 – Quarterly check on non-expendable equipment.....	31
19 – Employee advance request form.....	32
20 – Non expendable assets disposal form.....	33
21 – Visa for vehicle movement control.....	34
22 – Vehicle long book for details of journey.....	35
23 – Banking permit.....	36
24 – Internal request for payment.....	37
25 – Internal receipt.....	38
26 – Glossary.....	39

## **INTRODUCTION**

This manual sets up the system of accounting, recording, processing and disseminating of information relating to all financial transactions of the Islamic Medical Association of Uganda (IMAU) and all its branches country wide. It describes the books of accounts to be kept, accounting policies and procedures to be followed, controls and reconciliations to be made, management of assets and liabilities and finally, illustrations of accounting documents in use by IMAU and its branches.

The IMAU headquarters and all IMAU branches are required to have accounting departments with full time or part time staff including at least one Accounts officer and one Internal Auditor, one cashier and one store keeper, depending on available resources. Where resources to employ staff are not available, the National Executive Committee or Branch Executive Committee must identify volunteers to perform these roles. The financial policy of IMAU is stipulated in article 13 of the IMAU constitution as follows:

### **Article 13:**

1. The financial year of the Association shall run from 1<sup>st</sup> January to 31<sup>st</sup> December of the calendar year.
2. The revenue of the Association shall be derived from:
  - a) Annual Subscription fees from members
  - b) Donations
  - c) Fund generating projects of the Association
  - d) Any other means within the Islamic law.
3. The Association shall open and operate such Bank Accounts at such Banks as the Executive Committee shall decide from time to time.
4. Cheques for transactions of business of the Association shall be signed by any two of the Chairman, Secretary and Treasurer.
5. All instructions concerning the Association's funds shall be in writing.
6. The accounts of the Association and all its organs shall be audited annually by a firm of qualified external auditors nominated by the Executive Committee, subject to approval by the General Assembly.
7. There shall be an Accounts Committee, nominated by the Executive Committee from the members of the Association subject to approval by the General Assembly, whose duty shall be to scrutinize the audited accounts of the Association.
8. The Accounts Committee shall have power to summon before it any member to answer any questions that may arise from the Audited Accounts of the Association. The Accounts Committee shall make its reports and recommendations to the General Assembly.

This manual will be used to serve as a guide to be followed in recognizing income and expenditure. It will be used as reference by external auditors as well as other interested parties. It will also assist IMAU and its branches to comply with donor accounting and reporting requirements.

D) **PLANNING AND BUDGETARY CONTROL.**

The IMAU National Treasurer or branch Treasurer in conjunction with the accounting department prepares a master budget to cover a specific period. If the original budgets are prepared in hard currency, the corresponding local currency figures are stated as well as the rate of exchange applied.

All budget assumptions are clearly stated so that the budget figures can be substantiated directly from it by a third party who did not participate in its preparation and without having to consult the person who prepared the budget. Budgets take inflation into account. A reasonable rate of 5% per year is the rate used by IMAU. One format of a budget is shown in appendix 1. Copies of branch budgets should be submitted to the National Treasurer at IMAU headquarters.

A) **QUARTERLY BUDGETS.**

Yearly budgets from the master budget are further broken down into quarterly budgets.

B) **TIME BASIS.**

These are categories of expenditure which are incurred on a time basis. Examples of these are personnel and administrative costs, which are incurred monthly. Other expenses are incurred at a point in time e.g purchase of non- expendable items. Quarterly budgets incorporate the first category on a time basis while the latter category, are inserted in the quarterly budgets directly from the Master budget.

C) **EXCHANGE RATE.**

The rate of exchange is provided by the donor agency in case of donations, and is based upon the actual cost for the Uganda shilling when IMAU exchanges the US Dollars or any other currencies.

For original budgets the rate of exchange used is that ruling at the time of signing the agreement, while for flexing the budget, the rate used is the “ Weighted Average” which is calculated relative to the rates ruling when the disbursements are made from the donor agencies and the amounts involved.

D) **FLEXED BUDGETS AND VARIANCES.**

In order to extract meaningful variances, it is necessary to flex the quarterly budgets, to cater for fluctuations in the dollar rates. The resulting exchange differences are accumulated throughout the quarter and included among the explanations for the variances from the budget. Variances are based on the flexed budget and reported to the executive committee in the quarterly report.

It is the duty of the Accounts Officer to report the variances to the executive committee and try to establish the reasons for the variances. Variances are not treated as a “blame” to the officers unless such officers were actually extravagant. Where the circumstances were such that the officer had no control over the variance, e.g due to inflation, care is exercised in fixing the “blame”.

In the narrative part of the quarterly report an attempt is made to explain the causes in greater detail. The quarterly report incorporates cumulative figures of both the variances and the actual figures.

## II. ACCOUNTING RECORDS.

### A) DOUBLE ENTRY PRINCIPLE.

The records are based on a full double entry system of book keeping.

### B) GENERAL LEDGER ( G/L).

The General ledger is written promptly on a monthly basis, and a trial balance extracted. All posting to the General ledger are done on the last working day of each month. The posting to the General Ledger are made from the books of original entry. During posting, the General Ledger is cross- referenced with the books of original entry such as the cash book..

Journal entries are posted directly to the General ledger and are cross referenced to it. The General ledger has an index at the beginning, so that locating required ledger sheets is simplified.

### C) DONOR FUNDS.

Internal controls over donor funds include their separation from other organizational funds. All checks received shall be analyzed on a monthly basis to clearly show how much has been received from each donor. For all donor checks received, there shall be evidence of a receipt. A receipt shall, therefore, be issued to the donor. Cheques may, according to donor stipulations be deposited on an account maintained exclusively for that donor. Bank pay in slips shall be maintained as evidence of the banking. The Accountant shall raise a receipt to acknowledge receipt of the check.

### D) CASH RECEIPTS.

IMAU receives cash receipts from daily collections (sales) from clinics, hospitals, Nursing Homes, Membership fees and other activities. All cash receipts shall be deposited in the respective bank accounts intact daily or on the following day where it is impossible to bank it on the day of collection.

For control purposes, IMAU shall restrict the use of cash and in this case withdrawal of funds should purely be by check withdrawal.

Serially numbered IMAU receipt books shall be used for all IMAU transactions.

### E) CONTROL ACCOUNTS.

Bank and Cash control accounts are maintained in the General Ledger and are reconciled to the respective records on a monthly basis.

## III. FIXED ASSETS.

The following policies apply to account for fixed assets throughout the IMAU organization. All IMAU assets must be reported to the IMAU National Executive Committee and the Board of Trustees as soon as they are acquired. The status of the assets must be reported to IMAU National Executive Committee and The Board of Trustees at least once a year.

### A) IMMEDIATE EXPENDING.

All fixed assets purchased are expensed immediately when the payment is effected.

## **B) DEPRECIATION**

All equipment shall be recorded in the books and thereafter accounts prepared on historical cost basis. Depreciation will be charged on organization assets on a reducing balance basis. The principal annual rates used for this basis will be determined by the National Treasurer with the approval from the National Executive committee. The current rates are: computers 40%, Motor vehicles 30%, and photocopier 20%.

## **C) FIXED ASSETS REGISTERS.**

Two separate registers are kept for all Non- expendable fixed assets, one for purchased and the other for donated assets.

### **1. PURCHASED FIXED ASSETS.**

These are recorded in a separate register. Non- expendable fixed assets are those assets with a value of US \$ 500 OR MORE ( or an equivalent value of at least U shs 1,000,000= or more) or have a useful life of at least two years.

Fixed assets which individually do not cost UShs. 1,000,000= but are purchased in bulk against one invoice e.g furniture, and the total is Ushs . 1,000,000= or more, fall under this category. The heading in the register is “office equipment”, e.t.c as the case may be.

In cases where several assets are purchased against one invoice, a separate schedule is drawn so that the classification of the various items can be made. The register highlights the following:

- a) The date, description and condition of the asset (s) at the time of purchase.
- b) The manufacturer’s and / or the supplier’s serial number and any other identification.
- c) The location of the asset (s).
- d) Amount paid for the asset(s).
- e) The value of the purchase price in Shs.

### **2. DONATED ASSETS.**

The register of donated assets has the same layout as that of the purchased assets. In addition it has the donor’s name and address. Donated assets are also reported to the IMAU National Executive Committee and Board of Trustees in the quarterly report to avoid any possible and unnecessary duplication. The formats of both registers appear in appendix 3 and 4.

## **D) DISPOSAL OF FIXED ASSETS.**

The sale and disposal of all assets of IMAU must be approved in writing by the IMAU Board of Trustees.

Where non – expendable assets are scrapped, sold or otherwise disposed of, the following details must be reported to IMAU Executive Committee and Board of Trustees during the quarter of disposal:

1. Any disposal of non – expendable assets purchased with IMAU funds, must be accompanied by written proof that the disposal was approved by IMAU Board of Trustees.
2. Authority to scrap, sell or otherwise dispose of the assets.
3. If sold, details of the sale, i.e date, name of purchaser, proceeds of the sale and how it has been treated in the records must be disclosed.
4. Prior to the sale, evidence that at least THREE bidders have supplied their bids and the highest bidder selected.
5. Evidence that the disposed assets has been eliminated from the register of assets maintained at IMAU. Before a donated asset is disposed of, the donor must be aware of this fact. Any terms and conditions of the donor regarding the disposal, are satisfied prior to the completion of the disposal.

A non- expendable assets disposal form is shown in Appendix 20.

**E) PURCHASES BY IMAU ON BEHALF OF IMAU BRANCHES.**

In case IMAU headquarters purchases or imports assets for the IMAU branches the costs of these assets is charged at the time of payment to the IMAU headquarters account . IMAU headquarters then advises IMAU branches in writing, regarding the cost of the asset.

Such assets are included in the fixed assets register and reported as additions during the quarter they are acquired. A copy of notification of the charge is attached to the quarterly report.

**F) SECURITY OF ASSETS.**

It is important to safeguard the assets of the organization against any eventualities. The following procedures ensure such security. An inventory of all the assets is made every quarter by the accounts department that ascertains their existence, condition and location.

Evidence that this has been done is shown by filling Form IV.

1. For highly valuable assets e.g vehicles and computers an “ALL RISKS” insurance policy is purchased.
2. All assets are identified by an IMAU number.

Highly valuable assets are engraved “IMAU” while the less valuable ones are marked using a marker. The system of numbering is, **IMAU/location/type/number**. An appropriate notation or abbreviation is used e.g HQ may stand for headquarter or JA for Jinja branch and CH for chair.

The interpretation of this system of numbering is summarised as:

**IMAU/HQ/CH01**  
**IMAU – for ownership**  
**HQ – Headquarter**  
**CH - for type of asset (chair)**  
**01 – for serial number**

**IMAU/JA/CH01**  
**IMAU – for ownership**  
**JA – for Jinja branch**  
**CH – for chair**  
**01 – for serial number**

#### IV. **PERSONNEL COSTS.**

##### **A) PAYROLL.**

The Accounts Officer prepares a monthly payroll which is reviewed and approved by the Chairman. The Officer follows the procedure below.

1. Preparation of the payroll from authorized schedules e.g. appointment letters, salary scales and any subsequent revisions. All statutory deductions have to be included in the preparation of the payroll.
2. Issue individual cheques to individual employees or an aggregated amount may be withdrawn to cover those staff who do not have bank accounts, and later paid by the Accounts Officer.
3. The recipients always have to sign the cheque request form in the space provided before they are handed the cheques or cash.

##### **B) PERDIEM ( TRAVEL EXPENSES), OVER TIME AND MEDICAL EXPENSES.**

While out of station on official duties, staff are entitled to per diem allowance. The amount of which is fixed by the National Executive Committee. The current rates are as follows:

	<u>Overnight</u>	<u>Day.</u>
Senior Officers	60,000=	20,000=
Junior Staff	30,000=	10,000=

Overnight rates cover: Lunch, evening tea, supper, bed and breakfast. These rates are revised by the Executive Committee once a year, or when need may arise.

Recording in the petty cash book specifies the fact that it is per diem, under the column " per diem". The posting is made directly to the travel costs account in the General Ledger. It is imperative that all necessary documentation is in order. These are specified in appendixes. No overtime is allowed to the employees except in the rare cases which the Executive committee deems necessary.

##### **B) STAFF ADVANCES.**

Staff advances are kept at a minimum. Salary advances are only allowed in emergency cases and do not exceed one month salary. The following procedures are followed.

1. Employees seeking salary/benefit advance must fill all the details on the Employee's advance request Form III. Salary advances are limited to one month. Any other advances or loans will require special approval from the Executive committee or management.
2. Housing advances are limited to four months and at no time is an employee allowed further advance before the previous amounts received have been fully recovered.



An employee may however receive further advance before recovery of previous amounts is completed , provided that one had not exhausted the four months worth of advance allowed in the previous paragraph. In such an event he/she may take an advance for the balance of four months. The procedure for such advances is similar to the one above.

In the books advances are recorded as assets and not directly expensed under the personnel costs. An advance control account is maintained with the General Ledger . A separate “ advance record” is maintained and the names of persons who have taken advances are recorded and updated at each time all advance transactions occur.

On a monthly basis, the accounts department makes a reconciliation between the advances control account in the general ledger and the advances record sheet.

## **V. BANK AND BANK RECONCILIATIONS.**

### **A) SIGNATORIES ON BANK ACCOUNTS.**

For each bank account there are three signatories, the Chairman, Treasurer and Secretary or any other persons approved by the National Treasurer. In case of branches, the signatories are the Branch Chairman, Branch Treasurer and Branch Secretary. The National Treasurer shall be a signatory to all IMAU accounts.. At any one time, a cheque is signed by at least two persons.

### **B) INCOME RECOGNITION**

All receipts are recognized as income in the records and are banked intact as soon as possible. Income is not recognized until it is received. IMAU acknowledges receipt of funds by issuing a receipt to that effect.

### **C) INTEREST**

All IMAU funds shall be deposited on interest free bank accounts.

### **D) OTHER INCOME.**

All income from other sources are recorded in the books where IMAU funds are maintained . This excludes cash balances being re-banked and returned or unrepresented cheque being written off. (See viii below).

### **E) CHEQUE REQUEST FORMS.**

Before any cheque can be written, a cheque requisition form is filled in every detail. In instance where a single leaf is used to pay for more than one item, all the items must be listed in the space provided on the request form, together with their amounts. It is crucial that these amounts be posted in the cash book as they appear on the request form. The total amount for all the items corresponds to the amount requested.

All cheque request forms are filled with adequate supporting documents except in the case of non-receiptable expenses e.g. salaries. “Adequate supporting documents” include at a minimum, the existence of an authentic proforma invoice, a receipt and properly completed check request form. The cheque request form is shown in appendix 5.

For any expenditure over Ushs. 100,000= a purchase order ( see appendix 7) must be filled. Whenever possible, cheques drawn in favour of the company or person providing goods or services, are used in settlement rather than cash.

#### **F) CHEQUE REGISTER.**

All cheques made have to be registered in the cheque register. The recipient of the cheque will be required to sign in the register to acknowledge receipt of the cheque. The format of a cheque register appears in appendix 6.

#### **G) BANK RECONCILIATION.**

At the end of every month Bank reconciliations are prepared for each bank account, and they are checked by the internal Auditor and verified by the Treasurer. The quarterly reports are attached to the bank reconciliation and these are counter –signed by the Treasurer. A specimen of a bank reconciliation is shown in appendix 12.

#### **H) RETURNED AND UNPRESENTED CHEQUES.**

Where cheques are returned unpaid for any reason, such cheques are retained in the cheque books from which they had been originally issued. Such returned cheques are written back in the cash book and the corresponding entries made in the respective analysis column. Where cheques remain un-presented for more than a reasonable time i.e six months and hence are stale, the cheques are written off as above.

#### **I) CASH BALANCES.**

Cash balances arise mainly where excess money was drawn for an activity. The most common activities for which such balances occur are Training programmes, workshops and seminars. As soon as such balances are returned they are banked intact and at no time are they put into petty cash use.

#### **J) CHEQUE SECURITY.**

All unused cheque books are securely kept under lock and key at all times (and preferably in safes if these are available). Cheque signatories DO NOT sign blank cheques and before signing any cheques they must ensure the following:

- That proper documentation has been prepared ( cheque requisition).
- That the cheque has been properly drawn, including the part of counterfoil.
- That amount in words agrees with amounts in figures and on the counterfoil.

#### **K) BALANCING THE CASH BOOK.**

Balancing the cash book is done at the end of the last working day of each month. This is done by summing up the columns in the cash book and ensuring that opening balance plus receipts agree to payments plus the closing balance.

### **VI. PETTY CASH.**

#### **A) PETTY CASH PAYMENTS AND IMPREST SYSTEM.**

A maximum expenditure amount which can be paid out of petty cash is 100,000= . Any payment exceeding 100,000= is paid by check. This level of petty cash may be revised regularly by the National Treasurer, as and when need arises.

## **B) IMPREST SYSTEM.**

IMAU keeps petty cash on an imprest system and the maximum amount per replenishment is fixed at U shs. 400,000= subject to revision by the Executive committee. The system operates as follows:

Shs. 400,000= is drawn and spent during a certain period. When the level reaches Shs. 100,000= the Accounts Officer submits receipts/vouchers totalling Shs. 300,000= to the Internal Auditor for checking and the Treasurer or branch Treasurer for verification. Where the expenditure was not receiptable the Accounts Officer supplies a written explanation as to what expenditure it was. Those in the field have internal receipts signed by the supplier of the services or goods.

Then the Internal Auditor checks and the Accounts Officer verifies that the amount spent as per receipts and explanation supplied, agrees to the amount recorded in the petty cash book before a cheque for Shs. 300,000= is drawn in favour of the Accounts Officer to restore the level to the original amount of Shs. 400,000=.

## **C) BALANCING THE PETTY CASH BOOK.**

The petty cash book is balanced promptly on the last working day of each month and the postings therefrom made to the relevant sheets in the General ledger.

## **D) SECURITY TO CASH.**

Arrangements are put in place to ensure security over cash when it is drawn from the bank. The Accounts Officer does not use public transport when going to collect cash from the bank.

In the office, cash is kept in a safe or in a cash box both of which are locked at all times . Access to cash is only by the cashier who holds the keys to the safe and cash box.

## **VII. PAYMENT VOUCHERS AND PURCHASE PROCEDURES.**

### **A) AUTHORIZATION OF PAYMENT VOUCHERS.**

Cheque and petty cash payments are made only after properly filling a payment voucher ( Appendix 15) and unless approved, no payment is made. Before handing over the cheque or cash, the Accounts Officer ensures that the recipient has signed the voucher. Any supporting documents are secured and filed together with the voucher.

### **B) STAMPING PAID.**

When a payment has been effected, the cheque requisition, payment voucher and all the supporting documentation available are stamped "PAID" in order to avoid the possibility of being represented twice thereby duplicating payment.

### **C) DETAILS AND NUMBERING.**

The details of the payment voucher must agree to the details in the supporting documents and it is a duty of the Internal Auditor to ensure this. All the payment vouchers are pre numbered, and those cancelled, maintained in the book. The carbon copy remains in the book while the original is filed with the supporting documents. The Accounts Officer has a duty to account for any missing or skipped voucher numbers.

### **D) UNUSED PAYMENT VOUCHER BOOKS.**

Payment voucher books are in safe custody of the Store keeper who records which books he/she has given out to the Accounts Officer.

### **E) GENERAL PROCUREMENT PROCEDURES ( PURCHASES).**

For large purchases of Shs. 500,000= and over, the following procedures is followed.

1. Invitation of tenders or quotations from the public or any THREE suppliers. Such documents when received are filed together with those of the successful supplier.
2. Having analysed and assessed the quotations the management decides on which supplier to provide the goods and services depending on the constraints, imposed by each . No single person is able to decide on a supplier single handedly.
3. Send a purchase order to the supplier.
4. Receive the goods/ services when supplied and insist on a delivery note and a credit note which specifies that goods are received in good condition.
5. Process the payment and ensure the supplier signs the payment voucher or cheque register to acknowledge receipt.

In selecting the supplier, such factors are borne in mind:

The price, quality, discounts, delivery terms, after sales services and any other terms. The lowest quotation may not be selected due to any of the above reasons or any other cause. Such reasons or cause is always mentioned.

## **VIII. STOCKS.**

Stock procurement follows the procedures in (VII. E) above. Stock procured is checked by the storekeeper and any other responsible person who then sign a goods received form. A stock card is then opened for each item of stock. The card must be up- dated anytime stock is received or issued. The stock card has columns for receipts, issues and the balance. See Appendix 8

### **A) ISSUING OF STOCKS.**

Stock are in the custody of the Store keeper who maintains all stock records. A person requiring items of stock from the store fills up a requisition form ( See Appendix 9) and gets it authorized by the Officer in charge and approved by the Accounts Officer. When required stock is issued, the stock card is up- dated and the requisition form filled.

Upon receipt of stock in the store, both the goods received noted at the time of receiving, and the issue noted at the time of issue are cross- referenced to the stock card for easy review. Stocks are expensed immediately they are purchased and the stock cards are therefore used to control movements of stocks.

## **B) SECURITY OF STOCKS.**

Once every month, the Accounts Officer compares the opening balances and receipts of the stocks to the issue and closing balances at the end of the month. The Internal Auditor makes spot visits to analyze the position of stocks and determine whether the procedures are being carried out as stipulated in this manual.

## **IX. MANAGEMENT OF VEHICLES : MOTOR VEHICLES & MOTORCYCLES.**

### **A) LOG BOOKS.**

Each motor vehicle has a log book in which mileage can be monitored. It shows the places of origin and destinations, mileage before and after the journey, and bears the signature of the officer who used the vehicle.

The authorizing Officer is either the Chairman, the Secretary or Treasurer. In case of IMAU branches, it is the Branch Chairman, branch Secretary or branch Treasurer. This is done by issuing a “VISA” form to the driver which he returns to the Accounts Officer at the end of the journey for filing. While in the field, vehicle movement is controlled by the leader of the team.

The log books are inspected at least once a month by the National Secretary or branch Secretary to ensure that they are kept in good condition and that the total number of kilometers travelled during the month have been recorded. The national or branch Secretary then signs in the log book, that inspection has been done and puts the date he/she has done so.

### **B) FUEL AND MAINTENANCE COSTS.**

For each vehicle, fuel and maintenance costs are recorded separately and on a monthly basis. At the end of the month the total cost of the vehicle are compared to the mileage columns. (Appendix 11 shows such analysis).

### **C) AUTHORIZATION.**

IMAU vehicles are to be used for official work. The application form for use of IMAU motor vehicles and motorcycles is shown in appendix 26. Special consideration may be given by the Chairman on request, for personal use of the vehicles for burials of spouse, children, parents, staff wedding, staff illness and staff shifting etc. This may depend on the distances and timing involved. For any other personal vehicle usage, the Chairman reserves the right to restrain or refuse usage in view of the frequency, handling, and purpose of use of the vehicle.

**D) TELEPHONE COSTS.**

Each and every telephone call that is made is recorded by the person in charge e.g. office secretary. She has a duty to ensure compliance to this procedure by all employees.

This record is viewed by the Internal Auditor or the Secretary or Branch Secretary at the end of every month and the Officer must initial or sign the record as evidence that the review has been carried out. The record has columns for official and private calls, names of callers and the approximate time spent on the line. ( See appendix 14).

**X. COMPLIANCE TO STATUTORY AND OTHER REQUIRMENTS.**

A) Pay As You Earn (PAYE) is deducted from the employees salaries which is paid over to the relevant department on or before the due dates.

B) National Social Security Fund (NSSF) is paid over on or before the due dates. NSSF amounts to 15% of each employee's monthly basic salary, with the employer paying 10% and the employee 5%.

**C) EXTERNAL AUDIT.**

Every year IMAU engages an independent Certified Public Accountant to audit the records. The audit for IMAU commences at any time after December 31<sup>st</sup>, the accounting year end .The auditor's report and audited financial statements should be ready preferably not later than 90 days (three months) after the accounting year end. Copies of these statements are then given to the IMAU National executive Committee.

**FORMAT OF THE MASTER BUDGET.**

DESCRIPTION	\$	<u>YEAR 1.</u>		<u>YEAR 2.</u>		
		Rate	Ushs.	\$	Rate	Ushs.
PERSONNEL	X	X	X	X	X	X
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
TRAINING & TECHNICAL ASSISTANCE	X	X	X	X	X	X
-	-	-	-	-	-	-
-	-	-	-	-	-	-
TRANSPORT & TRAVEL	X	X	X	X	X	X
-	-	-	-	-	-	-
-	-	-	-	-	-	-
NON EXPENDABLE EQUIP	X	X	X	X	X	X
-	-	-	-	-	-	-
-	-	-	-	-	-	-
OTHER COSTS	X	X	X	X	X	X
-	-	-	-	-	-	-
-	-	-	-	-	-	-
TOTAL	X	X	X	X	X	X

Following the budget the assumptions and explanations are made in order to arrive at the figures incorporated in the budget e.g.

- a) Planned activities and their costs.
- b) Estimated items to be used during such activities.
- c) The rate of inflation both on the dollar budget and on the local shilling budget.
- d) The level of demand for services provided by IMAU.
- e) The availability of funds from donors and any other sources.



ISLAMIC MEDICAL ASSOCIATION OF UGANDA

FINANCIAL REPORT FOR THE QUARTER OF ..... ..

DESCRIPTION	STATIC BUDGET			EXCHANGE RATE TO FLEX BUDGET	FIXED BUDGET			CUMULATIVE AMOUNTS		
	BUDGET	EXCHANGE RATE AT TIME OF BUDGET	BUDGET USHS.		FLEXED BUDGET USHS.	ACTUAL	VARIANCE	BUDGET	ACTUAL	VARIANCE

ISLAMIC MEDICAL ASSOCIATION OF UGANDA

**FIXED ASSETS REGISTER – PURCHASED ASSETS**

ITEM	MAKE MODEL YEAR REGISTRATION	SERIAL OR MODEL NUMBER	OTHER IDENTIFICATION		ACQUISITION DATE DD/ MM/ YR.	ACQUISITION COST		RATE OF EXCHANGE	VALUE IN Shs	LOCATION	CONDITION	REF NO.	DATE OF DISPOSAL
			DESCRIP- TION	IMAU NO.		CURR ENCY	AMOUNT						

ISLAMIC MEDICAL ASSOCIATION OF UGANDA

**FIXED ASSETS REGISTER – DONATED ASSETS**

ITEM	MAKE MODEL YEAR REGISTRA TION	SERIAL OR MODEL NUMBER	OTHER IDENTIFICATION NUMBER		ACQUISIT ION DATE	DONOR	VALUE IF ANY	REF. NO.	CONDITION	REF. NO.	DATE OF DISPOSAL
			DESCRIPT ION	IMAU NO.							

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA.**

**CHEQUE REQUISITION FORM.**

SERIAL NO .....

DATE: -----

AMOUNT -----

---

CHECK PAYABLE TO -----

PURPOSE OF CHARGE -----

PREPARED BY -----CHARGE TO VOTE      AMOUNT

CHECKED BY -----

AUTHORISED BY -----

APPROVED BY -----

RECEIPIENT -----      TOTAL      =====

AMOUNT IN WORDS -----  
-----  
-----  
-----

---

FOR ACCOUNTING USE ONLY

Check Number -----      Date -----

Vendor -----

PO Number -----

Invoice No. -----

## ISLAMIC MEDICAL ASSOCIATION OF UGANDA

**CHEQUE REGISTER**

<b>DATE</b>	<b>PAYABLE TO</b>	<b>CHEQUE NO.</b>	<b>REQUISITION NO.</b>	<b>FACE VALUE</b>	<b>RECIPIENT</b>	<b>SIGNATURE</b>
6/10/92	Siphone arts	1390500	042	17,000/=	Kayanja	.....

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA.**

**PURCHASE ORDER.**

CENTRE -----	DETAILS OF VENDOR
ORDER No. -----	NAME -----
VENDOR -----	ADDRESS -----
ORDER DATE -----	-----
ACCOUNT No. -----	-----
	PHONE -----
	FAX -----

QUANTITY	DESCRIPTION	UNIT PRICE	TOTAL COST
TOTAL			

Requisitioned by \_\_\_\_\_ Designation \_\_\_\_\_

Authorized by \_\_\_\_\_ Designation \_\_\_\_\_

Date \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**

**STOCK CARD**

ITEM -----

ISSUED TO:

DATE	RECEIPT	ISSUES	BALANCE	SIGNATURE RECEIVED

Inventory verified by -----

Date -----

\_\_\_\_\_  
 \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**

**STOCK REQUISITION FORM**

DATE: -----

ITEM -----

QUANTITY -----

PURPOSE -----

---

---

NAME OF RECIPIENT: -----

CHECKED BY -----

APPROVED BY -----



**ISLAMIC MEDICAL ASSOCIATION OF UGANDA.**

**SUMMARY OF MOTOR VEHICLE EXPENSES FOR THE MONTH OF .....200.....**

REGISTRATION No. \_\_\_\_\_ CENTRE \_\_\_\_\_

DATE	DOCKET NUMBER	NO. OF LIT.	FUEL	SERVICING	SPARES & REPAIRS	WASHING	TOTAL
Mo. Day.Yr			SHS	SHS	SHS	SHS	SHS
TOTAL		Y					
Milage for Month (Km) (Note a)		X					
Average consumption (Km/L) (Note b)		X/Y					

- Note:**
- (a) The milage of the month should have been calculated from the log books as mentioned in the guidelines.
  - (b) It is crucial that all fuel costs, whether bought in Kampala or outside the city, be recorded.

Monthly analysis of motor vehicle movements:

At the end of every month, an analysis of motor vehicle movement is made and has two categories:

1. The official mileage; and
2. The private mileage.

## ISLAMIC MEDICAL ASSOCIATION OF UGANDA

## ANALYSIS MOTOR VEHICLE MOVEMENT FOR THE MONTH OF .....200.

VEHICLE	YEAR OF PURCHASE DD. MM. YR	SPEEDOMETER READING		OFFICIAL MILAGE (KM)	PRIVATE MILAGE (KM)	TOTAL (KM)	FUEL CONSUMED (LTRS)	AVERAGE KM PER	COMMENT BY USER
		FROM	TO						
UXW 844	20 10 89	40000	55000	10000	5000	1500	300	5	Vehicle needs repairs in braking system
Trips made	MpigI	Iganga	Others	x	y	z			
UXW 844	2	1	-	2	1	1	-		
Private KM.	Mr. A	Mr. B	Mr.C	Miss D	Mrs Y	Total			
UXW 844	2000	500	1300	450	700	5000			
Total	x	x	x	x	x	x			

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**  
**BANK RECONCILIATION STATEMENT**

For the period ended \_\_\_\_\_

Balance as per bank statement \_\_\_\_\_

ADD: (If insufficient space attach schedule)

Direct debits	XXXXX	
Ledger fees	XXXXX	
Commission	XXXXX	
Dishonoured cheques	XXXXX	
Uncredited cheques	XXXXX	XXXXXXXXXX
		-----
		XXXXXXXXXX

Less: (If sufficient space attach schedule)

Unpresented cheques		XXXXXXXXXX
		-----

Balance as per cash book		XXXXXXXXXX
		-----

The undersigned certifies that the Bank Statement's ending balance of \_\_\_\_\_ and the cash book ending balance of \_\_\_\_\_ do agree. It is the undersigned responsibility to ensure that all reconciling items have been accounted for properly before the next quarterly Bank Reconciliation is prepared.

Preparer's Signature \_\_\_\_\_

Dated and Designation \_\_\_\_\_

Checked by \_\_\_\_\_

Dated and Designation \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA****INVENTORY TAKING SHEET**

QUARTER \_\_\_\_\_

DATE \_\_\_\_\_

DESCRIPTION	PHYSICAL	BALANCE PER STOCK CARD		DIFFERENCE	EXPLANATION	INITIALS
		REF. NO	QUANTITY			

Witnessed by \_\_\_\_\_

Designation \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA****THE TELEPHONE RECORD BOOK**

DATE	NAME OF CALLER	TEL. NO.	PLACE	OFFICIAL CALLS	PRIVATE CALLS	APPROXIMATE TIME ON THE LINE
10/20	Mr. Abc	244222	Kampala	Tick	-	3 minutes

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**

**CHEQUE PAYMENT VOUCHER**

Date \_\_\_\_\_ 200\_\_

Payable to \_\_\_\_\_

Prepared by : \_\_\_\_\_

Cheque No. \_\_\_\_\_

PARTICULARS	AMOUNT U.SHS.
TOTAL	

Amount in words \_\_\_\_\_

Checked by \_\_\_\_\_

Authorized by \_\_\_\_\_

Approved by \_\_\_\_\_

Recipient: \_\_\_\_\_

ISLAMIC MEDICAL ASSOCIATION OF UGANDA

TRAVEL ADVANCE REQUEST

I plan to travel to \_\_\_\_\_ for purposes of \_\_\_\_\_ during the following dates: \_\_\_\_\_ through \_\_\_\_\_.

Please advance me \_\_\_\_\_, as calculated below. I agree to complete a Travel Expense Report within one week of my return.

Perdiem: \_\_\_\_\_ per day times \_\_\_\_\_ days = \_\_\_\_\_

Lodging: \_\_\_\_\_ per night times \_\_\_\_\_ nights = \_\_\_\_\_

Fuel : \_\_\_\_\_ liters times Shs. \_\_\_\_\_/liter = \_\_\_\_\_

Other costs:

Description

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Total requested =====

Name \_\_\_\_\_

Signed \_\_\_\_\_

Date \_\_\_\_\_

Approved \_\_\_\_\_

Date \_\_\_\_\_

ISLAMIC MEDICAL ASSOCIATION OF UGANDA

**TRAVEL EXPENSE REPORT**

Date	From	to	Travel fares	Per diem	Hotel/lodging	Other	Description	Total charges
_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____
		Totals	_____	_____	_____	_____	_____	_____

(a) Total \_\_\_\_\_

(b) Advances received \_\_\_\_\_

Project \_\_\_\_\_

Amount to be returned to IMAU by or  
reimbursed employee (a minus b) \_\_\_\_\_

Employee name \_\_\_\_\_

Purpose of travel \_\_\_\_\_

VOTE to charge \_\_\_\_\_ Amount \_\_\_\_\_

If foreign currency used, rate used:

\_\_\_\_\_ Amount \_\_\_\_\_

Currency \_\_\_\_\_ Rate \_\_\_\_\_

Employee signature \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_ per \_\_\_\_\_

Supervisor approval \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_ per \_\_\_\_\_



## ISLAMIC MEDICAL ASSOCIATION OF UGANDA

## QUARTERLY CHECK ON NON-EXPENDABLE EQUIPMENT

Center \_\_\_\_\_

Date \_\_\_\_\_

Quarter \_\_\_\_\_

DESCRIPTION OF ASSET	NUMBER AT START OF QUARTER	NUMBER EXISTING	CONDITION	REMARKS	REF/REC. NO.	ADDITIONS DURING THE QUARTER	CONDITION			TOTAL AT END OF QUARTER	REMARKS
							NEW	GOOD	POOR		
Desks	10	10	GOOD	-	0125	3	2	1	-	13	-
Chairs	30	28	GOOD	Two chairs are out for repair	0175	10	10	-	-	40	-
Table fans	9	9	GOOD	-	0270	4	4	-	1	13	One of the new fans should be returned to seller for replacement

Carried out by \_\_\_\_\_

Witnessed by \_\_\_\_\_

Designation \_\_\_\_\_

Designation \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**  
**EMPLOYEE ADVANCE REQUEST FORM**

NAME \_\_\_\_\_

Department \_\_\_\_\_

Position \_\_\_\_\_

Type of advance requested \_\_\_\_\_

Amount requested in words \_\_\_\_\_

In shs. \_\_\_\_\_

**TO BE COMPLETED BY ACCOUNTING OFFICER:**

Number of months to be repaid: \_\_\_\_\_

Amount to be deducted from employee's pay each month \_\_\_\_\_

\_\_\_\_\_

Month in which to commence recovery \_\_\_\_\_

Check number \_\_\_\_\_

Accountant's signature \_\_\_\_\_

Date: \_\_\_\_\_

Checked by \_\_\_\_\_

Date \_\_\_\_\_

Approved by \_\_\_\_\_

Date \_\_\_\_\_

Employee's signature \_\_\_\_\_

Date \_\_\_\_\_

## ISLAMIC MEDICAL ASSOCIATION OF UGANDA

**NON EXPENDABLE ASSETS DISPOSAL FORM**

Ref. No. of Asset \_\_\_\_\_

Item to be disposed of \_\_\_\_\_

Type of Asset (donated/purchased) \_\_\_\_\_

Reason for disposal \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name and address of purchaser \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Mode of settlement:	Check No.	Amount
Proceeds		xxxxxx
Purchase price/valuation		xxxxxx
Profit/loss on disposal		<u>xxxxxx</u>
		=====

(If an asset is simply scrapped, i.e. not sold, details are explained below under "other remarks".)

Other remarks \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**APPROVAL OF DISPOSAL:**

Disposal approved by Board of Trustees \_\_\_\_\_ Date \_\_\_\_\_

Signature: Chairman Board of Trustees \_\_\_\_\_

Date \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**

**“VISA” FOR VEHICLE MOVEMENT CONTROL**

Date \_\_\_\_\_

Time out \_\_\_\_\_

Vehicle Reg. No. \_\_\_\_\_

Driver \_\_\_\_\_

The above vehicle is hereby authorized to travel from \_\_\_\_\_ to

\_\_\_\_\_ transporting Dr/Mr./Mrs./Miss \_\_\_\_\_

for the purpose of \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

It is expected back within \_\_\_\_\_

Authorized by \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**  
**VEHICLE LOG BOOK FOR DETAILS OF JOURNEY**

Vehicle No. \_\_\_\_\_

DATE	TIME	SPEED OUT	FROM	TO	SPEED IN	KM	TIME ARRIVE	SIGN

--	--	--	--	--	--	--	--	--

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**  
**BANKING PERMIT**

From Cashier

**Request to bank cash collection in my office**

I have counted cash collection in my office and I received it on receipts serial no. \_\_\_\_\_ to \_\_\_\_\_ totaling to shs \_\_\_\_\_ shs: \_\_\_\_\_.

Please find attached copies of receipts. I am seeking permission to bank the collection on account no.....with ..... Bank at .....branch.

Signed: \_\_\_\_\_  
Cashier

Date: \_\_\_\_\_

Checked by: \_\_\_\_\_

Date: \_\_\_\_\_

Banking approved by: \_\_\_\_\_

Date: \_\_\_\_\_

*(NOTE: The paying slip will be attached to this permit and then filed.)*

## Islamic Medical Association of Uganda

### INTERNAL REQUEST FOR PAYMENT

No. \_\_\_\_\_

Payment requested by: \_\_\_\_\_

Designation \_\_\_\_\_

Mode of payment cheque/petty cash \_\_\_\_\_

If by cheque payable to : \_\_\_\_\_

Payment requested for:

Item	Amount

Requested by: \_\_\_\_\_ Date: \_\_\_\_\_

Checked by : \_\_\_\_\_ Date : \_\_\_\_\_

Approved by : \_\_\_\_\_ Date : \_\_\_\_\_

Authorised by : \_\_\_\_\_ Date : \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**

**INTERNAL RECEIPT**

P. O. Box 2773,  
Kampala

Date.....

No.

Recipient's name.....

Of .....

The sum of .....

Being payment of .....

**CASH/CHEQUE**

Shs.

Recipient.....

Signature:.....

Accountant





**ISLAMIC MEDICAL ASSOCIATION OF UGANDA**

**APPLICATION FORM FOR USE OF IMAU MOTORVEHICLES AND MOTORCYCLES:**

**Request section:**

Name of requesting branch \_\_\_\_\_

Address \_\_\_\_\_

Physical location of branch contact persons:

1. Name of branch chairperson \_\_\_\_\_  
 Physical address \_\_\_\_\_  
 Telephone contact \_\_\_\_\_
2. Name of branch secretary \_\_\_\_\_  
 Physical address \_\_\_\_\_  
 Telephone contact \_\_\_\_\_

Request approved by branch executive committee meeting held on (attach minutes) \_\_\_\_\_

Activities for which motorvehicle/motorcycle will be used (attach workplan) \_\_\_\_\_

Period motorvehicle/motorcycle requested for: From \_\_\_\_\_ to \_\_\_\_\_

Name of person responsible for motorvehicle/motorcycle security, maintenance and service:  
 \_\_\_\_\_

Physical address \_\_\_\_\_

Contact phone \_\_\_\_\_

Signature Branch Secretary \_\_\_\_\_ Date: \_\_\_\_\_

Signature Branch Chairman \_\_\_\_\_ Date: \_\_\_\_\_

**Approval section:**

Details of motorvehicle/motorcycle approved for branch use: Reg. No. \_\_\_\_\_, Eng. No. \_\_\_\_\_, Chassis No. \_\_\_\_\_.

Approved period of use: From \_\_\_\_\_ to \_\_\_\_\_

Signature of IMAU Secretary \_\_\_\_\_ Date: \_\_\_\_\_

Signature of IMAU Treasurer \_\_\_\_\_ Date: \_\_\_\_\_

Signature of IMAU Chairman \_\_\_\_\_ Date: \_\_\_\_\_

**ISLAMIC MEDICAL ASSOCIATION OF UGANDA****GLOSSARY****Definition of terms used in the manual.**

1. **TIME BASIS:** Means a criterion for apportioning expenditure basing it on the passage of time e.g. monthly, quarterly or yearly duration.
2. **FLEXED BUDGET:** Revised budgets due to exchange rate fluctuations.
3. **VARIANCES:** Differences between budgeted figures and/or figures in flexed budgets, and actual expenditure/income incurred/received.
4. **FIXED ASSETS:** Assets with a useful life of at least two years or which cost, either individually or collectively at least U.Shs. 1,000,000/= (approximately \$ 500).
5. **IMMEDIATE EXPENSING:** Writing off expenditure in the books as soon as the transaction is completed.
6. **FIXED ASSETS REGISTER:** A record showing what fixed assets (as defined in 4 above), the organization has and owns.
7. **BANK RECONCILIATION:** A statement which reconciles bank balances to the records at the end of a given period (a month).
8. **PURCHASE ORDER:** A form to be filled before purchasing items.
9. **PAYMENT VOUCHER:** A form to be filled every time a payment has to be made by the organization.
10. **VEHICLE LOG-BOOK:** A book/record maintained for each vehicle to monitor its movements.
11. **PETTY CASH:** An amount of money held by IMAU in form of notes and coins in order to settle small every-day payments.
12. **STOCK:** Items which are consumable e.g. drugs, stationery.
13. **STOCK CARD:** A sheet or card to which the issues and receipts of an item of stock is monitored.