

Kavari Kala Manram (KKM), Sri Lanka - MANGO Financial Health Check by James Pender of The Leprosy Mission England & Wales

TOTAL SCORE 280/300– Low Risk

About Mango

Mango is a UK based charity which exists to strengthen the financial management of not-for-profit organisations, including NGOs. Mango publishes freely available tools, like this one, as well as running training courses and providing finance staff to work with NGOs. See www.mango.org.uk for more details.

What can Mango's Health Check do?

Mango's Financial Health Check can help you assess the health of your organisation's financial management. It is designed as a self-assessment tool so that you can identify the areas where you need to improve.

The Health Check is a set of statements of good practice. They cover all the key areas of NGO financial management. For each statement, you need to consider how well your own organisation is in line with good practice. By the end of the Health Check you will be able to tell if the financial management in your organisation is healthy or sick - and whether you need to call a doctor!

You may like to run the Health Check again after a year or two, to assess and monitor your progress.

What can Mango's Health Check NOT do?

Every organisation is different and financial management systems must reflect this. A 'one size fits all' approach cannot work. But the key aspects of good practice are the same for most organisations most of the time. The Health Check focuses on those key aspects. They are the foundation stones of good practice.

Mango's Financial Health Check only provides a general indication of the health of your organisation's financial management. It is not an exhaustive list of all aspects of financial management. It is not an audit and it does not describe a standard set of procedures which are relevant in every situation.

In the context of a donor assessing a partner's financial systems, it would be tempting to set a 'pass rate' that qualifying partners should achieve. The Health Check is not designed for this purpose. That approach would influence the way in which organisations score themselves, and may be too arbitrary. It is similarly inappropriate to compare scores of two organisations and make conclusions about differences between them.

Who is Mango's Financial Health Check designed for?

It has been particularly designed for small and medium sized not-for-profit organisations (or field offices). This may include Non Governmental Organisations, schools, medical centres, churches etc. It is not designed for the head offices of international organisations.

How to use Mango's Health Check

The Health Check can be run by any member of staff or a trustee. You do not need specialist financial skills to complete it. It includes explanations of each section and a glossary of the financial terms used.

The most useful way to use this tool is to complete it in a 2-3 hour workshop meeting, with input from the Treasurer, Chief Executive Officer, Senior Managers, and a selection of budget holders, finance staff and field staff (ideally 5- 7 people).

Taking each statement of best practice in turn, discuss whether it is true, or is in place, or happens in your organisation. Agree on a score based on what **actually** happens, not what is supposed to happen, or what is documented in your finance manual. The scores available are 5,4,1 and 0 only.

Explanation	Score
Our practice is totally in accordance with the statement	5
Close to 5, but not quite there	4
Close to 0, but not that poor	1
This is not in place, or is not true or does not happen	0

Clearly a degree of judgement is required to decide between '4' or '1', and it is not an exact science. If you cannot give yourselves a clear cut 5 or 0, you need to decide which one you are closer to.

Often the real value in this exercise is not the score itself so much as the conversations and the details of issues discussed.

Make good notes and keep a list of action points as they come up.

Ring the score for each statement. Add up the total for each section and transfer it to page 9 to get a total. Then interpret the score using the guidance given.

Section 1: Planning and budgeting

Budgeting is about working out how much your planned activities are likely to cost. Both programme and finance staff should be involved in setting budgets, to create a foundation for good cooperation and coordination during spending and budget monitoring.

Budgets have a crucial role to play in strong financial management. Budgets should be approved by the Board of Trustees, to check they reflect the planned strategic direction of the organisation. Project managers can use a budget to guide implementation and check on progress. Overhead costs that are shared by many projects also need to be carefully controlled by an assigned budget holder.

The codes used for your budget lines need to correspond to the codes used in your accounting system. Otherwise it will be difficult to track actual spending against expected spending in your budget monitoring reports.

A cash flow forecast is as important as a budget. It constantly looks 3-6 months into the future, starting with the actual cash available now. It helps you to prioritise the timing and scale of planned activities and to spot cash flow problems in good time.

1.1 Budgets are prepared in good time for all the costs of running the organisation

(5) Yes, TLMEW has received project budgets in good time when projects have planned. Normally this is prepared jointly by Rev Joshua, the Treasurer, accountant and all the team leaders. There are now four Team leaders (office-in-charge), so one Jaffna, two Killinochichi (1 field office, 1 main office) and one Hope Farm. Three Project Coordinators: Mannar, Vavuniya and Batticaloa. Note Mullaitivu covered by main Killinochichi Office. Team leaders supervise field workers, volunteers, correspondence and office maintenance. Project coordinators same, but also more field responsibility – more programme coordination. When Rev Joshua absent one of four team leaders will take responsibility while Rev Joshua is in the UK. This role will be made permanent – will become Deputy Director. They have responsibility for managing budgets for the activities in their areas.

1.2 Both finance and programmes staff are involved in setting budgets

(5) Yes, accountant and treasurer as well as Team leaders and project coordinators.

1.3 Project budgets are based on the costs of planned activities

(5) Yes, budgets are based on previous cost with 3% added on to cover increases due to inflation. Every year estimate programme, what want to do and budget for that – some will be covered by undesignated donations some by TLMEW

1.4 Budget worksheets include explanatory notes and clear calculations.

(5) Details of each activity are outlined clearly in the activity description in the budget, and the budget can be clearly understood.

1.5 A separate budget is produced for core costs (Overheads)

(5) Yes, there are separate KKM Admin Accounts. Core costs are included clearly within separate budgets and in overall account summaries. In TLMEW projects admin costs included are broken down in others a 10% admin cost is added. In salaries and other expenditure summaries presented there are separate columns to show how much costs or which staff salaries are apportioned to each project (a column per project). Staff salaries have a separate. As different offices are covered by different projects, these costs are included within the appropriate budgets, as there is little overlap in terms of where office budgets are supported e.g. Killinochichi Field office for example does not have funding from TLMEW and Mannar office is only from TLMEW. This is appropriate for the size and operations of KKM at the moment.

1.6 Organisational budgets are approved by the Board of Trustees

(5) Kaveri Kala Manram has a board of trustees. The Executive Committee approved budget, every 3 months they meet and budgets are submitted for scrutiny. Observed minutes. 40% of committee members are people. Minute number 38/2017 accepted the budget made for 2018.

1.7 A named individual (budget holder) is responsible for implementing and managing each budget

(5) Yes, the Team Leaders and Project Coordinators are responsible for day-to-day budgeting and managing the budget in their respective areas of work. The budget is split in terms of responsibility for implementation by geographical area. Shahana coordinates the implementation of the budget, she approves spending of the Team Leaders and Project Coordinators under the oversight of the Accountant.

1.8 Budget codes match (or correspond to) accounting codes

(4) , in payment vouchers contain both TLMEW budget code and overall KKM budget code. TLMEW/Project codes are shown in many but not all budgets and is shown in the computerised accounts. One problem with the KKM *Increased Detection and Rehabilitation of leprosy affected people in Northern Province* Project is that budget codes are not given down to activity level and outputs include many things, the budget for the *People’s Forum for Change* Project is much better. Although internally they have given codes for sub-items too breaking down the activities but these codes are not shown in other budget sheets.

Action: The budget for the new phase should break down the project items with a code for each activity as in the *People’s Forum Project*. The Project codes (from TLMEW and others) should also be shown in all budget sheets and summaries.

1.9 All planned operational costs are adequately funded

(5) Yes, there are no problems, there are a lot of general undesignated funds from the Tamil diaspora and will support as requested according to the need articulated by KKM. There are also funds from other international organisations as well as from TLMEW.

1.10 A cash follow forecast is prepared each month

(5) Yes, a cash flow forecast is prepared each month, by pen in a workbook – evidence observed.

Ref	Statement of best practice	Score			
1.1	Budgets are prepared in good time for all the costs of running the organisation	5	4	1	0
1.2	Both finance and programme staff are involved in setting budgets	5	4	1	0
1.3	Project budgets are based on the costs of planned activities	5	4	1	0
1.4	Budget worksheets include explanatory notes and clear calculations	5	4	1	0
1.5	A separate budget is prepared for core costs (overheads)	5	4	1	0
1.6	Organisational budgets are approved by the Board of Trustees	5	4	1	0
1.7	A named individual (budget holder) is responsible for implementing and managing each budget	5	4	1	0
1.8	Budget codes match (or correspond to) accounting codes	5	4	1	0

1.9	All planned operational costs are adequately funded	5	4	1	0
1.10	A cash flow forecast is prepared every month	5	4	1	0
Total score for planning & budgeting				49	

Planning and Budgeting Total Score 49/50 Low Risk

Basic Accounting Systems

2.1 Every payment has a supporting document providing evidence

(5) Yes, observed a folder containing request forms, proposal for payment, purchase requests, three quotes (for larger purchases), Bid analysis, purchase orders, invoices, and other evidence. These are all sent to the accountant who is responsible for auditing. Monthly statements filed along with evidence. Conveyance forms where can't get receipts for individuals to claim. Well detailed. Voucher numbers on form also recorded in cash book and ledger (observed).

2.2 All cash or cheques received are recorded on pre-numbered carbon copy receipts

(5) When cash/cheques received from local donations they are recorded on a carbon copy receipt book (observed). Separate carbon receipt books are also kept to record incoming funds from international donors such as TLMEW (observed). Bank transfers are encouraged but receipts are also given from a book. These are scanned and sent to international donors (received).

2.3 All payment and receipts are recorded in cash book

(5) Yes, each project has a separate cash book and all incoming funds and payments are recorded. They are recorded on pen and paper in a physical cash book as well as digitally on an excel spreadsheet, these are also printed out and filed. It would be good if KKM could obtain and be trained on a simple accountancy computer programme such as Quickbooks. They have however made a database system for donor management – this is a bit like TLMEWs 'Progress' system for recording donors. It is simpler but does the job adequately.

Action: KKM should look into getting a computer programme such as Quickbooks to assist with financial recording (as current records are on separate excel sheets and not connected) and obtain training to use them. This will actually save time and make the job of KKM staff in producing finance summaries easier – at the moment they are all done separately. It will also reduce potential error as figures are manually entered many times. Recommend purchase of Quickbooks or a similar system and training for its use included in new project phase budget or before.

2.4 There is a separate cash book for each bank and cash account

(5) Yes, for all seven bank accounts. Each project has a separate bank account (observed) e.g. Hope Farm, Leprosy, Vanni Hope and there is a separate account for administration. *The People's Forum for Change Project* Account is currently included in Leprosy account along with *Increased Detection and Rehabilitation of leprosy affected people in Northern Province* Project. Kept in the same account but a separate cashbook maintained for both.

2.5 Every document in the cashbooks is cross referenced to supporting documents

(5) Yes, observed on voucher, in ledger and in cashbook for one sample payment. Mostly done manually on paper.

2.6 All cashbooks are updated at least once per month

(5) The ledger is updated on a monthly basis, but cashbooks are updated daily as income and expenditure occurs. Accountant and Assistant Accountant keep them updated. According to the budget code there is a separate voucher folder

2.7 All cashbooks are written neatly in permanent ink or on a computer

(5) They are recorded on pen and paper in permanent ink in a physical cash book as well as digitally on an excel spreadsheet, these are also printed out and filed.

2.8 A standard Chart of Accounts is used to code or classify each transaction in the cashbooks

(5) Yes, he would record expenses against KKM budget codes in the cashbook but not project item/activity codes. Both are however recorded in the ledger (observed).

2.9 Transactions are also classified by project or donor using a standard list of 'cost centres'

(5) Yes, they are classified by project and donor

2.10 A bank reconciliation is done each month, for every bank account

(5) Yes, done each month and recorded both electronically (excel) and manually (pen and paper) - observed

2.11 A cash count reconciliation is witnessed and recorded each month

(5) Yes, saw the documentation book – it is done weekly on every Wednesday

2.12 The organisation keeps track of amounts owed to others (e.g. suppliers) and owned by others (e.g. staff)

(5) Yes, this is done as recorded in invoices, vouchers etc. There is also a 'Spent Sheet' where this is recorded allowing easy tracking

Ref	Statement of best practice	Score			
2.1	Every payment made has a supporting document providing evidence	5	4	1	0
2.2	All cash or cheques received are recorded on pre-numbered carbon copy receipts (<i>if NGO does not receive cash or cheques score 5</i>)	5	4	1	0
2.3	All payments and receipts are recorded in cashbooks (date, description, amount)	5	4	1	0
2.4	There is a separate cashbook for each bank and cash account	5	4	1	0
2.5	Every entry in the cashbooks is cross referenced to a supporting document	5	4	1	0
2.6	All cashbooks are updated at least once per month	5	4	1	0
2.7	All cashbooks are written neatly in permanent ink or on computer	5	4	1	0

2.8	A standard Chart of Accounts is used to code (or classify) each transaction in the cashbooks	5	4	1	0
2.9	Transactions are also classified by project or donor using a standard list of 'cost centres'	5	4	1	0
2.10	A bank reconciliation is done each month, for every bank account	5	4	1	0
2.11	A cash count reconciliation is witnessed and recorded each month	5	4	1	0
2.12	The organisation keeps track of amounts owed to others (e.g. suppliers) and owed by others (e.g. staff)	5	4	1	0
Total score for basic accounting systems				60	

Basic Accounting Systems Total Score 60/60 – Low Risk

Section 3 Financial reporting

3.1 The Board reviews financial reports every quarter

(5) The KKM Executive Committee meets quarterly to review and have 3 bank signatories

3.2 Senior managers discuss financial reports at least once every three months

(5) Every month Team Leaders and Project Coordinators meet in a leadership meeting every week. Financial reports are discussed within these meetings.

3.3 Reports include details of cash and bank balances, amounts due and owed

(4) Cash and bank balances are included in quarterly reports and well as the budget so you can see what is due but not mentioned explicitly. Amounts due are not mentioned but KKM settle debts quickly (and this is recorded elsewhere).

3.4 Budget holders receive budget monitoring report each month

(5) Yes, observed the printed monthly summaries which were signed against by budget holders

3.5 Budget monitoring reports include explanations and comments about differences

(1) There is a column for comments but does not seem to be widely used (there were no comments against the welfare fund even though it was significantly under budget one month. Apparently comments are made on vouchers.

Action: Budget holders should be encouraged to explain overspend and underspends against budget in the comment section of the Monthly reports.

3.6 Financial reports are used to inform decision making

(5) Yes, budgets are discussed, and project plans are adjusted according to what has been spent and needs on the ground.

3.7 Financial information is shared with beneficiaries at least once per year in an accessible way.

(5) Yes, 40% of the Executive Committee are people affected by leprosy so are 'project beneficiaries' in that they will have directly or indirectly received support from KKM. Being on the board means the beneficiaries have representatives at the highest level. Beneficiaries also know how much funding they should receive for example constructing wells and sign against that expenditure. They also are asked for feedback on their satisfaction with the intervention i.e. it was great, good or not good. Students that get financial support for their student know everything i.e. how much they should get each month, who it is from and they sign to say their have received it.

3.8 Annual audits are up-to-date (signed within 6 months of the year end)

(5) Yes, they are up-to-date, the current one is in process – it was submitted in January. The audit for *The People's Forum for Change Project* and *Increased Detection and Rehabilitation of leprosy affected people in Northern Province Project* have been completed already for 2018. All audits reports since 2004 are stored in a bound 'book' for reference.

Ref	Statement of best practice	Score			
3.1	The board reviews financial reports every quarter	5	4	1	0
3.2	Senior managers discuss financial reports at least once every three months	5	4	1	0
3.3	Reports include details of cash and bank balances, amounts due (e.g. from staff) and owed (e.g. to suppliers)	5	4	1	0
3.4	Budget holders receive budget monitoring reports every month	5	4	1	0
3.5	Budget monitoring reports include explanations and comments about differences	5	4	1	0
3.6	Financial reports are used to help make decisions	5	4	1	0
3.7	Financial information is shared with beneficiaries at least once per year, in an accessible way	5	4	1	0
3.8	Annual audits are up-to-date (signed within 6 months of the year end)	5	4	1	0
Total score for reporting				35	

Financial Reporting Total Score 35/40 – Medium Risk

Section 4 Internal Controls

4.1 Cash is kept safely in a locked cashbox or safe, in the custody of one individual

(5) Yes, only the Assistant Accountant has the key to a locked cashbox in the main office. There is a different cashbox for each project with only one key holder for each. There is a ledger that is used to record cash in and out.

4.2 All cash received is banked intact, without any being spent

(5) Yes, firstly a receipt will be given, then it is banked intact. Deposit slips are submitted to Treasurer on a weekly basis.

3 All cheques received are signed for by at least two authorised signatories

(5) All cheques received are signed for by all three authorised signatories.

4.4 Cheques are signed only when the details have been correctly filled in

(5) Yes, cheques are signed only when details been approved and filed in. If one signatory (often Rev Joshua due to travel) a documented agreement is made with the bank to allow the other two signatures to approve cheques.

4.5 Bank reconciliations are checked by someone who did not prepare them

(5) Yes, the Accountant prepares the reconciliations and the Treasurer checks them.

4.6 Written policy detailing who can authorise different values of expenditure

(5) KKM has a written financial policy which includes details on authorisation of expenditure. It states for example: purchases over 5000 rupees must be approved in advance by the Executive Director, while purchases under 5000 rupees may be authorised by the Team Leaders.

4.7 All transactions are properly authorised

(5) Yes, observed vouchers and payments with signatures and counter signatures.

4.8 Cash payments are authorised by someone other than cashier

(5) Yes, Team leaders and Project coordinators authorise cash payments

4.9 Different steps in the procurement process (ordering, receiving and paying) are shared among different people

(5) The process depends a bit on the activity and project, but they are always shared. Firstly, for leprosy treatment the Public Health Inspector (PHI-Leprosy) requests, then Project Coordinator does baseline survey, discussed at staff management meeting (and minuted), then Project Coordinator makes a proposal, then team leader authorises, then submitted to Treasurer (who checks budget), then in management meeting approved and the budget holder pays for the item.

4.10 Expenses claims for staff advances are check by the same person who authorises the claim

(5) Yes, if advances Team Leader authorises it and checks it

4.11 Staff salaries (including advances and loan deductions) are checked each month by a senior manager

(4) The Treasurer who sits on the Executive Committee checks each month, this is thought to maintain more confidentially than using a staff member.

4.12 Statutory deductions (e.g. payroll taxes) are properly made and on time

(5) Yes, Employment Pension Fund and Employment Trust Fund contributions are deducted and paid to Government. Payrolls taxes are not paid due to charitable status making it exempt.

4.13 All fixed assets (e.g. vehicles, computers, equipment) owned by the NGO are insured and controlled using a fixed asset register

(4) The KKM is vehicle insured, but there is no content insurance for KKM's office contents. An Assets Register is amended and approved every three months by the Executive Committee.

4.14 There is an approved policies and procedures manual in place which is relevant to the organisations, and known by staff

(5) There is a Financial Policies Manual. There are other policies for other aspects of the organisations work. Staff sign to confirm receipt of these polices (observed)

4.15 A properly registered audit firm is selected by the trustees

(5) Yes, I observed a copy of their registration certificate.

Ref	Statement of best practice	Score			
4.1	Cash is kept safely in a locked cashbox or safe, in the custody of one individual	5	4	1	0
4.2	All cash received is banked intact, i.e. without any being spent <i>(if no cash is received, score 5)</i>	5	4	1	0
4.3	All cheques are signed by at least two authorised signatories	5	4	1	0
4.4	Cheques are signed only when all the details have been properly filled in (i.e. no signatories ever sign blank cheques)	5	4	1	0
4.5	Bank reconciliations are checked by someone who did not prepare them	5	4	1	0
4.6	There is a written policy detailing who can authorise expenditure of different types or value	5	4	1	0
4.7	All transactions are properly authorised	5	4	1	0
4.8	Cash payments are authorised by someone other than the cashier	5	4	1	0
4.9	Different steps in the procurement process, (e.g. ordering, receiving and paying) are shared among different people.	5	4	1	0
4.10	Expenses claims for staff advances are checked by the same person who authorised the advance	5	4	1	0
4.11	Staff salaries (including advances and loans deductions) are checked each month by a senior manager	5	4	1	0
4.12	Statutory deductions (e.g. payroll taxes) are properly made and paid on time	5	4	1	0
4.13	All fixed assets (e.g. vehicles, computers, equipment) owned by the NGO are insured and controlled using a fixed assets register	5	4	1	0
4.14	There is an approved policies and procedures manual in place which is relevant to the organisation, and known by staff	5	4	1	0
4.15	A properly registered audit firm is selected by the trustees	5	4	1	0
Total score for internal controls				72	

Internal Controls Total Score 72/75 – Low Risk

Section 5 Grant Management

5.1 There is a signed grant agreement in place for each grant

(5) There is a signed Grant Agreement and other documentation with each donor/grant for both national and local organisations. There is a Partnership Agreement with TLMEW.

5.2 Senior Managers Check the Grant Agreements are reasonable for signing agreements

(5) Yes, discuss in the management meeting before signing

5.3 Grant agreements on procurement are known by finance staff, budget holders and procurement officers

(5) Yes, even before agreement is signed it is discussed by the management team

5.4 There is compliance with the terms and conditions of the grant

(5) Yes

5.5 Donors receive financial reports in the write format and on time

(4) Yes, reporting has improved

5.6 Donor financial and narrative reports are consistent and clearly linked to each other

(1) Reporting has improved tremendously but in the Mid-Year Report 2018 the Logframe was incomplete – missing Q2 figures and figures varied between table and narrative (livelihood program, education support.). A bit more care is needed

5.7 Donor funds are kept for the activities they are meant for and never ‘borrowed’ for other activities.

(5) No, funds are never borrowed or used for other projects at KKM keeps separate accounts for each.

Ref	Statement of best practice	Score			
5.1	There is a signed grant agreement in place for each grant	5	4	1	0
5.2	Senior Managers check the grant conditions are reasonable before signing agreements	5	4	1	0
5.3	Grant conditions on procurement are known by finance staff, budget holders and procurement officer(s)	5	4	1	0
5.4	There is compliance with the terms and conditions in grant agreements	5	4	1	0
5.5	Donors receive financial reports in the right format and on time	5	4	1	0
5.6	Donor financial and narrative reports are consistent and clearly linked to each other	5	4	1	0

5.7	Donor funds are kept for the activities they are meant for and never 'borrowed' for other activities	5	4	1	0
Total score for grant management				30	

Note: not all questions very relevant to the small project of Karuna

Grant Management Total Score 30/35 – Low Risk

Section 6 Staffing

6.1 The board includes somebody with the skills needed to oversee all financial activities

(5) Yes, the Treasurer is a retired account (Divisional Secretary in the Government administration) and another three people have experience managing finance (e.g. retired school principal)

6.2 The finance staff have the skills and qualifications needed to carry out all financial activities

(1) Moderately qualified but are studying relevant qualifications to gain the necessary skills needed. Accountant has Advanced Level Economics, with four years' experience and Assistant Accountant has an O-Level in Mathematics (S Grade) and three years' experience. Both are currently studying an Accountancy Diploma part-time at the National Institute of Technology of Accountancy.

6.3 Managers and programmes staff have the financial skills they need to manage budgets and implement controls

(4) All completed O-Levels and most completed A-Levels, predominately in relevant subjects such as management, commerce and technology which require a high level of numeracy.

6.4 Finance staff and budget holders work together well in payments, processing and budget monitoring

(5) Yes, the weekly management meeting helps coordination

6.5 Different roles in the finance function are clearly defined, known and followed.

(5) Yes, there is a folder outlining the 15 financial responsibilities of five different roles in KKM

6.6 Senior staff lead by example in following control procedures

(5) Yes,

6.7 Finance staff are recruited freely and fairly on the basis of merit only

(4) Yes – but vulnerable people (people affect by leprosy or war widows) are encouraged to apply, then a proper interview process is followed.

6.8 All staff receive the training and support they need to carry out their financial management responsibilities.

(5) Financial Training (for one or two days) for all KKM staff is arranged each year through Government trainers. Staff are encouraged to pursue further part-time studies to enhance their skills and capacities at college and university. KKM facilitates this and helps them secure funds to pay

course fees. This is important as due to the conflict and stigma most have not got many qualifications, although have plenty of intelligence and the ability to obtain them.

Ref	Statement of best practice	Score			
6.1	The board includes someone with the skills needed to oversee all financial activities	5	4	1	0
6.2	The finance staff have the skills (and qualifications) needed to carry out all financial activities	5	4	1	0
6.3	Managers and programme staff have the financial skills they need to manage budgets and implement controls	5	4	1	0
6.4	Finance staff and budget holders work together well in payments processing and budget monitoring	5	4	1	0
6.5	Different roles within the finance function are clearly defined, known and followed	5	4	1	0
6.6	Senior staff lead by example in following control procedures	5	4	1	0
6.7	Finance staff are recruited freely and fairly on the basis of merit only	5	4	1	0
6.8	All staff receive the training and support they need to carry out their financial management responsibilities	5	4	1	0
Total score for staffing				34	

Staffing Total Score 34/40 – Low Risk

TOTAL SCORE 280/300– Low Risk

Summary of key actions:

- The budget for the new phase should break down the project items with a code for each activity as in the People’s Forum Project. The Project codes (from TLMEW and others) should also be shown in all budget sheets and summaries.
- KKM should look into getting a computer programme such as Quickbooks to assist with financial recording (as current records are on separate excel sheets and not connected) and obtain training to use them. This will actually save time and make the job of KKM staff in producing finance summaries easier – at the moment they are all done separately. It will also reduce potential error as figures are manually entered many times. Recommend purchase of Quickbooks or a similar system and training for its use included in new project phase budget or before.
- Budget holders should be encouraged to explain overspend and underspends against budget in the comment section of the Monthly reports.