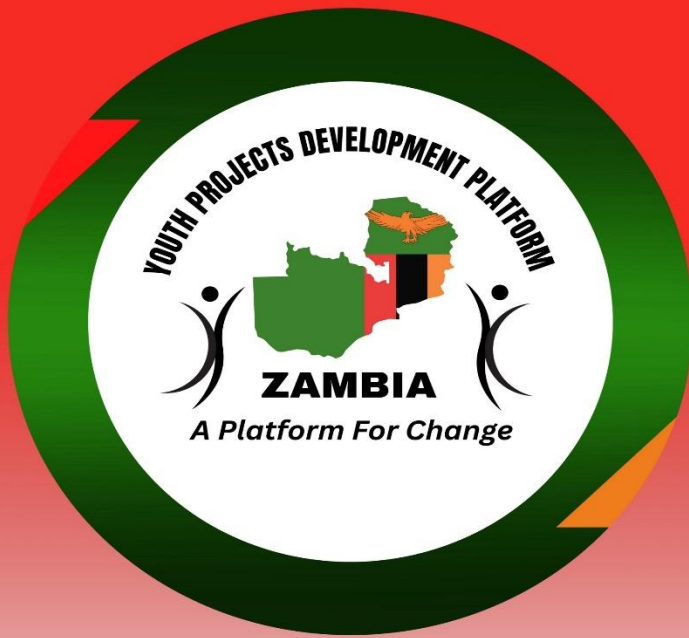




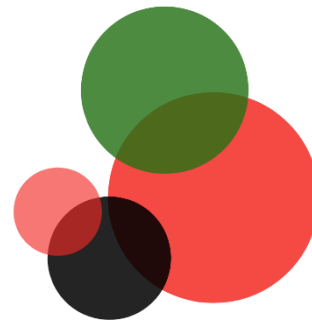
**Youth Projects
Development Platform**

FINANCE POLICY

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A Platform for Change*

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The Youth Projects Development Platform



Youth Projects Development Platform

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THE FINANCE POLICY

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APPROVAL AND SIGNATORIES

This Finance Policy has been reviewed and approved by the Board Youth Projects Development Platform (YPDP). It is binding on all officers, employees, volunteers, and partners involved in financial activities.

Name	Position	Signature	Date
_____	Board Chair	_____	_____
_____	Executive Director	_____	_____
_____	Accountant	_____	_____

DOCUMENT CONTROL

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1. INTRODUCTION

YPDP is committed to maintaining a proper and transparent accounting system that accurately records all financial transactions of the organization. The finance policy provides guidelines for financial management, accountability, and internal controls to ensure the organization's resources are safeguarded and utilized responsibly.

2. OBJECTIVE

The objective of this policy is to ensure that all financial information produced by YPDP is true, complete, and materially accurate. Financial records must be prepared in accordance with generally accepted accounting principles and organizational policies. This ensures transparency, supports decision-making, and strengthens donor and stakeholder confidence.

3. RESPONSIBILITY

1. Accountant
2. Assistant Accountant

4. PROCEDURES

YPDP shall adopt a double-entry accounting system to record financial transactions. The organization will use a chart of accounts with clear codes, ledger names, and descriptions to ensure accurate data capture. Whether computerized or manual, the system shall include a General Ledger supported by the following sub-ledgers:

1. Cash Book
2. Debtors Ledger
3. Creditors Ledger
4. Fixed Assets
5. Petty Cash
6. Payroll and others

In addition, the accounting system must maintain an audit trail and be subject to independent review. Source document entries will be made by the Assistant Accountant and reviewed by the Accountant, who is responsible for reconciling accounts and preparing quarterly financial reports. The Accountant, Assistant Accountant, and Resource Mobilization Officer will analyze financial information to support management decision-making.

5. APPROVAL LEVELS

Policy Statement:

Employees shall not commit the organization beyond pre-established and documented financial limits. Approval levels help ensure that financial authority aligns with responsibility and accountability.

Table 1: *Approval Levels*

Funded expenditure	Per budget	Per budget	Per budget	Per budget
Cost share expenditure				Approved by Executive Director and Board Chair.
Donor Contracts	Approved by all			Approved by the board
Capital Expenditure	All			Approved by the board of directors

Role	Responsibilities	
Executive Director	Approves budgets, signs financial reports, approves major payments.	
Accountant	Oversees accounting, prepares reports, ensures compliance, Approval of initiated financial transactions.	
Assistant Accountant	Maintains records, processes transactions, prepares payroll.	
Assistant Accountant	Initiates all the financial transactions.	
Program Managers	Prepare budgets, track spending in programs.	
Board Treasurer.	Reviews and signs off on financial reports and audits.	

6. AUTHORIZATION AND EXPENDITURE

All financial decisions that obligate the organization must be approved by authorized personnel within the limits set in this policy. This ensures proper control, reduces risk of misuse, and promotes transparency.

Responsibility and Procedures

Chief Finance Officer/ Director/Resource Mobilization

- a. The application for signature authorization commences with a signature authorization request to immediate supervisor.
- b. The request is accompanied by adequate supporting documentation to the authorized signatory.
- c. Once approval is obtained this is forwarded to the Finance Department, the originator of the request remaining with a copy.

Table 2: *Standard Authorization Levels per transaction*

Authorization Levels per transaction	Limit
Board Chair	K150,000 and above.
Executive Director	K10,000 to K150,000
Accountant	K5000 to K10,000
All the manager and officers	Below K5000

7. BUDGETS

Annual and project budgets serve as planning tools to guide the effective use of financial resources. All funding proposals must include cost estimates aligned with project activities. Budget preparation is a collaborative process involving program teams and the finance department, with final approvals resting with the Executive Director and the Board.

Procedures and Responsibilities

- a. The programs Manager shall prepare project budgets in liaison with the Unit Supervisors or departmental heads based on activity-based budgeting.
- b. The accountant shall review the budgets ensure compliance with funding partner requirements.
- c. All calls for funding proposal budgets shall be attended to by the proposal writing team and submitted to the accountant for review before a submission decision to a funder is made.

- d. Were cost share/match is envisaged, organizational resources should clearly be identified in consultation with the Senior Leadership.
- e. All proposals for funding to prospective donors will be approved by the executive Director.

Annual Budgets (Basket Funding)

- a. Annual budgets (Basket Funds or funds from various donors funding the organizations programs) shall be approved by the YPDP Leadership with attention to limits prescribed in this policy.
- b. Objectives: To determine financial resources required by the organization in relation to the program activities planned for the year.
- c. Clearly costed financial budgets for all activities will enable financial accounting data to be compared to the cost estimates and thus act as the reference point for analysis of financial reports through output and performance throughout the accounting period.

Responsibilities and Procedures

- a. All departments to prepare departmental budgets to cover program activities and administrative overheads.
- b. Accounts and Administration Department to provide policy and financial resources guidelines to the departments on the preparation of budgets.
- c. The accountant to review all budget proposals prior to submission to the Senior Leadership. Consolidation of the departmental budget proposals shall be done by the Assistant Accountant before final submission to the Senior Leadership and Executive Board for approval.
- d. The consolidated budget shall be done and approved before the start of a new financial year.

8. PROJECT MANAGEMENT AND FUNDRAISING

Fundraising activities shall be coordinated across relevant departments to ensure that proposals are well-designed, technically sound, and accurately costed. This integrated approach strengthens resource mobilization and enhances donor engagement.

Procedures and Responsibilities

- a. The Program Team shall be responsible for developing the technical components of project proposals, while the accountant shall be responsible for preparing the corresponding budgets to be submitted to prospective donors.

- b. The Accountant, Programs Manager, and Executive Director shall lead negotiations with donors and participate in the preparation and finalization of all contracts.
- c. All donor reports shall be reviewed, approved, and signed by the Executive Director (highest authority), followed by the Programs Manager, and the Resource Mobilization.

9. REPORTING REQUIREMENTS

YPDP is committed to complying with all donor reporting requirements to ensure transparency, accountability, and proper stewardship of funds. Reports must be accurate, timely, and prepared in accordance with donor formats or YPDP's standard reporting framework where none is provided.

Procedures

- a. Regular and timely periodic reports shall be prepared in the format and frequency prescribed by the donor.
- b. Where a donor has not provided a specific reporting format, the YPDP Donor Financial Reporting Format shall be used for monthly reporting.
- c. All cost-share or match contributions must be clearly stated.
- d. An administrative charge of 10%, where applicable, must be clearly reflected in the report.
- e. All reports must be reviewed, approved, and signed by the Executive Director, Programs Manager, Accountant, or Resource Mobilization officer, as applicable.
- f. Reports required by specific funding partners must be consolidated with the organization's financial reports. A consolidated income statement and balance sheet, accompanied by explanatory notes, shall be produced. All assets purchased and expensed in the income statement must be capitalized in the balance sheet.
- g. An independent review by external auditors shall be conducted annually. The auditors shall be appointed by the Board. Where required by a specific funding partner, YPDP will ensure that separate audits are carried out in a timely manner. The Accountant and Administration officer shall ensure that adequate resources for these audits are included in the respective partner budgets.

10. PROJECT CLOSE-OUT

Project close-out ensures that donor-funded projects are concluded in a professional and compliant manner. Proper closure enhances YPDP's credibility and increases future funding opportunities.

Procedures and Responsibilities

- a. Submission of a close-out program report (plan) to the donor by the Executive Director.
- b. Finalization and submission of the project deliverables (program report, monitoring and evaluation outputs, financial report and other reports specified by the donor) by Unit Supervisors.
- c. Project financial report and expenditure variances shall be analyzed and reported by the Programs Manager, and Admin officer and reviewed by the Accountant or Resource Mobilization Officer.
- d. Project close-out is when the project has been completed as stated in the contract and certified work is done has been provided including the final project and financial report and any other specific deliverables in the contract.
- e. All reports should be approved and signed by the Executive Director, Programs Manager or Accountant or Admin officer before submission to the funding partner
- f. Where the funding partner requires copies of financial records these shall be photo-copied or scanned and provided together with the financial report by the Assistant accountant.
- g. All original financial and programmatic records shall be kept for a period of 7-10 years for the purposes of audit, reference and statutory requirements.
- h. The close out program report should be approved by the donor/Partner.

11. ASSET REGISTER

All fixed assets acquired by YPDP must be recorded in the asset register. This supports proper tracking, valuation, and accountability of organizational property, in line with applicable accounting standards. The Assistant accountant shall record, monitor and review assets every quarter to ensure continuity as required by (Going Concern concept -IAS No.1) or (international Non-Profit Guidance – INPG)/(International Public Sector Accounting Standards IPSAS)

- a. All the organization's assets must be listed separately and coded in the asset register.

- b. The following must be maintained for all fixed assets: Description of asset Cost of the asset
Net cost of asset Approved identification/code number Identify the funder of asset Serial
number, where applicable Physical location
- c. The Accounts and Administration Department is required to take a complete inventory of the
asset and compare them with the assets register at the end of each financial year.
- d. All additions to assets whether acquired through own funds or grants should be reflected in the
assets as and when they are acquired.

12. DISPOSAL OF ASSETS

Asset disposal must be transparent, authorized, and compliant with relevant guidelines to prevent fraud and ensure assets are only disposed of when no longer required.

Responsibility

- 1. Accountant
- 2. Administration Officer and
- 3. Executive Director

Procedures

- 1. The Administrator and Head of Human Resource, Administration, and Policy shall compile a
list of assets identified as redundant or obsolete, based on expert or specialist advice. The
justification for each proposed disposal must be clearly stated.
- 2. The compiled list shall be submitted to the Accounts Department for assessment and for the
application of the relevant financial guidelines and accounting standards required prior to
disposal. The Executive Director shall grant final approval for the disposal of the assets.
- 3. The Head of HR, Administration, and Policy shall evaluate whether any of the identified assets
can be reassigned or utilized elsewhere within the organization. If reuse is not feasible, a
recommendation for disposal shall be made.
- 4. The Board Treasurer shall review the proposed disposal method and provide recommendations
to the Executive Director for approval. Depending on the nature of the asset, the Board may
adopt one of the following disposal methods before final authorization:

5. Sale to the Public:

Assets may be sold through a competitive process requiring at least three bids. Alternatively, the assets may be offered to staff, with the asset list posted on the organization's notice boards. Employee bids shall be submitted in sealed form and received by the Accountant by a specified date and time.

6. Donation to Another Organization:

Donations of assets valued above USD 2,500 require Board approval. Donations of assets valued below USD 2,500 may be approved by the Executive Director.

7. Public Auction:

A reserve price shall be determined by the Accountant, based on the asset's depreciation, and approved by the Executive Director before being forwarded to the Board for authorization.

8. Donor-funded assets that are contractually restricted shall not be disposed of without the donor's consent. The Executive Director is responsible for obtaining written authorization from the donor prior to disposal.

13. CASH MANAGEMENT

In Compliance with Financial Accounting Standards Board (FASB 116 & 117) and Applicable Zambian Financial Guidelines, YPDP shall ensure that all cash received are properly receipted, securely stored under the Finance and Administration Department, and banked intact without delay. This to promote:

1. Proper accountability of all funds received,
2. Accurate recognition and recording of financial transactions,
3. Transparency in the handling of organizational funds, and
4. Prevention and deterrence of fraud and misuse of funds.

Responsibilities and Procedures

- a. The Administrative Officer/Assistant Accountant shall maintain a Remittance Register exclusively for recording all cheques and cash received by the organization.
- b. The Administrative Officer/Assistant Accountant shall issue official receipts for all funds received prior to banking. Receipts shall be prepared in duplicate, with the original issued to the payer and the duplicate retained for organizational records.

- c. For remittances received via post, the receipt shall be issued immediately and forwarded to the payer through the mail.
- d. All cash received shall be securely stored in the Accountant's office or another designated safe location at all times.
- e. All cheques and cash shall be receipted and banked immediately, or no later than the next business day following receipt. Direct deposits or electronic transfers from donor organizations shall be formally acknowledged in writing by the Executive Director and accompanied by any required donor acknowledgement forms.

14. MANAGEMENT ACCOUNTS

Management accounts ensure the preparation and presentation of accurate, timely, and reliable management accounting information to Senior Management, enabling effective monitoring, informed decision-making, and sound financial control.

Responsibilities and Procedures

- a. Income and expenditure statements shall be submitted to the Accountant for review and consolidation by the 10th of each month, and subsequently presented to Senior Management for approval by the 15th of each month.
- b. Monthly income and expenditure statements shall clearly reflect the financial performance of various organizational activities, including those funded under Basket Funds, as well as separate statements for specific donor-funded projects.
- c. The format of the income and expenditure statements shall include comparative analysis between:
 - i. The current month and the previous month, and
 - ii. Cumulative annual totals (Year-to-Date).
- d. The income and expenditure statements shall be further broken down by department to facilitate detailed performance assessment.
- e. Finalized statements shall be distributed to Senior Management and all Department Heads for review and action where necessary.

- f. All management accounting reports must be approved and signed by the Executive Director prior to official circulation or use.
- g. The income and expenditure statements shall form part of the quarterly financial reporting package (Board Pack) submitted to the Board for review during Board Meetings.

15. PETTY CASH

Petty cash is used for small operational expenses and must be managed under strict controls to prevent misuse.

Responsibilities and Procedures

- a. A petty cash fund shall be established with a float of ZMW 1,000, subject to periodic review by management. The imprest system shall be adopted to manage the petty cash fund.
- b. All petty cash expenditures must receive prior approval. Single transaction limits shall be set and periodically reviewed by management.
- c. Petty cash transactions must not be split to bypass the approved limits.
- d. Each petty cash float must be stored in a lockable cash box specifically acquired for this purpose. Overnight, the cash box shall be kept in a secure safe. Keys are the responsibility of the petty cash custodian.
- e. Employees making petty cash expenditures must obtain supporting documentation, such as sales invoices or receipts, which shall be attached to the Petty Cash Voucher for reimbursement.
- f. Purchases must not be artificially split into smaller amounts to circumvent monetary limits.
- g. Employees are strictly prohibited from borrowing funds from the petty cash fund.
- h. The Finance Officer shall perform periodic spot checks on the petty cash fund at least once a month. All checks must be documented for accountability.
- i. The petty cash float shall be replenished when necessary, following reconciliation of cash on hand and submission of supporting reimbursed Petty Cash Vouchers to the Assistant Accountant for review and payment processing.
- j. Payment for goods or services exceeding petty cash limits is strongly discouraged and should be processed through cheques or bank transfers in accordance with standard procurement procedures.

16. ELECTRONIC FUNDS TRANSFERS (EFTs) AND DIGITAL PAYMENTS

YPDP's general disbursement policy stipulates that all payments for goods and services shall be made via Electronic Funds Transfers (EFTs) or other approved digital payment methods. This is to ensure that all digital payments are made only for authorized, controlled, and legitimate organizational transactions, with proper accountability and documentation.

Procedures and Responsibilities

- a. All EFTs shall be recorded in an EFT register maintained by the Finance Department, ensuring sequential tracking and traceability of transactions.
- b. Bank accounts shall maintain a minimum of two authorized signatories for EFT approvals. Pre-authorizing or pre-signing of EFTs is strictly prohibited.
- c. EFT payments must be supported by adequate documentation before being processed. This includes invoices, receipts, or other relevant supporting documents, in line with the Procurement of Goods and Services Policy. Exceptions include petty cash reimbursements, salaries, and utility bills.
- d. Where standard supporting documentation is unavailable, internal memoranda (Memos to File) duly authorized by Unit Heads, Country Representatives, or the Executive Director may serve as valid supporting documentation.
- e. EFT payment requests shall be prepared by the Assistant Accountant after confirming that:
 - i. Goods or services have been provided,
 - ii. Complete supporting documentation is available, and
 - iii. Sufficient funds exist in the bank account.
- f. Payments shall be made strictly to the supplier, vendor, or service provider as named in the supporting documentation.
- g. Authorizing signatories must review each EFT request, verify its purpose, and ensure that the payment is made solely on behalf of and for the benefit of the organization.
- h. Cancelled or erroneous payment instructions must be clearly documented, and any digital authorization codes associated with the transaction must be invalidated to prevent unauthorized use.

17. VARIANCE ANALYSIS REPORTING

Variance reporting enables management to identify significant deviations between budgeted and actual expenditure and take corrective action in a timely manner. Significant variances, defined as deviations of $\pm 10\%$ between actual costs and approved amounts or planned activities, must be analyzed and reported to the Executive Director by the 15th of each month. This is to ensure that major variances are identified promptly, allowing for timely corrective actions and effective financial control.

Responsibilities and Procedures

- a. The variance analysis report shall present current monthly actual income and expenditure figures compared against the monthly budget to monitor short-term financial performance.
- b. For long-term planning purposes, cumulative (year-to-date) actual and budget totals shall also be compared, with percentage variances calculated to indicate over- or under-expenditure.
- c. The variance analysis report, highlighting significant over- or under-expenditure, shall be submitted to the Executive Director for review and approval by the 10th of each month.
- d. Unit Heads are responsible for providing explanations for all variances in income, expenditure, and program activities on a monthly basis.
- e. All variance analysis reports must be reviewed, approved, and signed by the Executive Director prior to distribution.
- f. The variance analysis report shall form part of the financial information submitted to the Board Treasurer for inclusion in the quarterly Board Pack for Executive Board Meetings.

18. BALANCE SHEET

A monthly balance sheet provides insight into YPDP's financial position and supports long-term planning and asset stewardship. YPDP shall prepare a balance sheet on a monthly basis, submitted to the Executive Director by the 15th of each month, and an audited balance sheet at the end of the financial year. This is to enable YPDP management to analyze and monitor the financial position of the organization effectively.

Responsibilities

The Assistant Accountant, Administrative Officer, and Accountant are responsible for the preparation, review, and accuracy of the balance sheet.

Procedures

- a. The balance sheet shall be included in the monthly Reporting Package submitted to the Executive Director for review and approval by the 15th of each month.
- b. Material issues affecting the balance sheet must be addressed promptly by the Chief Accountant to ensure accuracy and completeness.
- c. All fixed assets expensed according to the requirements of funding partners in the income statement must be capitalized and reflected appropriately in the balance sheet.
- d. Fixed assets shall be revalued annually, subject to approval by the Executive Board.
- e. The balance sheet shall form part of the financial information submitted to the Board Treasurer for inclusion in the quarterly Board Pack for Executive Board Meetings.
- f. The annual balance sheet must be reviewed and certified by independent auditors appointed by the Executive Board or, where applicable, by the funding partner.

19. BANK RECONCILIATIONS

Regular bank reconciliations ensure that the organization's records are accurate and complete, reducing the risk of errors or fraud. Bank reconciliations for all YPDP bank accounts shall be conducted monthly to ensure accuracy and completeness of the organization's financial records. This is to ensure proper recording, monitoring, and safeguarding of the organization's most liquid assets by comparing bank records with the organization's cashbook and ledger.

Procedures and Responsibilities

- a. On receipt of monthly bank statements, the Assistant Accountant shall prepare bank reconciliation statements for all YPDP bank accounts.
- b. The Assistant Accountant must verify that the closing balance in the ledger matches the closing balance in the cashbook as reflected in the bank reconciliation.
- c. The bank reconciliation statements shall be reviewed by the Accountant. All long-outstanding items shall be investigated and traced to the cashbook and ledger.
- d. Any discrepancies or anomalies identified during the reconciliation process must be investigated and corrected promptly.

- e. The Assistant Accountant shall sign and date the statement as “Prepared By,” while the Accountant shall sign and date it as “Reviewed By.”
- f. Bank reconciliations shall form part of the Monthly Financial Reports submitted to the Executive Director for review by the 15th of each month.

20. TRAVEL AND SUBSISTENCE POLICY

The organization shall cover approved travel-related expenses for staff on official duty. Travel must be pre-approved to ensure funds are available and expenditures are justified. YPDP shall cover reasonable staff expenses for accommodation and meals incurred while traveling out of station on official YPDP business. All travel must be approved in advance by the Head Office. This is to ensure that:

- 1. All business trips are properly authorized,
- 2. Funds are available for travel and subsistence, and
- 3. Travel expenses are appropriately managed and accounted for.
- 4. Responsibilities and Procedures

Authorization of Travel

- a. Trips directly related to the implementation of YPDP activities require employees to complete a Pre-Travel Form for approval. Tickets and per diems will only be processed when an approved Pre-Travel Form is attached.
- b. For USG-funded projects, prior approval is required wherever travel costs are charged to the award. The Fly America Act restrictions and other donor/funder regulations must be observed.
- c. For meetings or workshops by invitation, the invitation must be shared with the Supervisor, who shall recommend attendees based on participant level, presentation requirements, networking, and capacity for follow-up. Written confirmation from organizers regarding covered costs is required.
- d. YPDP does not pre-pay travel or subsistence costs unless specifically authorized by the Executive Director.
- e. Pre-Travel Forms must be submitted to Head Office at least three weeks in advance, except for ad-hoc or emergency meetings.

- f. Self-identified meetings, trainings, or workshops are generally not funded by YPDP. Employees may attend with prior discussion and approval from management, but YPDP will not cover costs—time off may be granted.
- g. Ad-hoc trips, typically requested by the Executive Director, still require completion and approval of a Pre-Travel Form with confirmed costs.

Local Travel and Subsistence

- a. Local travel refers to travel within the employee's country of residence.
- b. Accommodation expenses shall be reimbursed based on UN per diem rates, downloaded by the Accounts Department on the first day of each month and applicable for that month.
- c. The per diem rate for meals is determined by the city or town, not the specific hotel. Employees must ensure the hotel meal rates are adequately covered. Shortfalls are not reimbursed.
- d. If private accommodation is used, employees are entitled to 50% of the UN per diem rate.
- e. An incidental amount of US\$25 is provided for local travel. Employees are not required to account for this unless expenses exceed the allowance, in which case receipts must be submitted.
- f. Per diems or meal allowances shall not be paid to staff working in the same town or city as the YPDP office.

International and Regional Travel

- a. Employees traveling outside their country of residence shall be paid meal allowances based on UN per diem rates.
- b. Accommodation (up to 3-star standard) shall be reimbursed at cost, not exceeding the UN per diem accommodation component.
- c. Employees must reconcile all accommodation costs, submit receipts, and return change to the Assistant Accountant within 7 days of return, unless YPDP directly paid the accommodation.
- d. UN per diem rates downloaded at the start of each month shall apply for the duration of travel. Meal allowances are based on the city or town, not the hotel.
- e. Private accommodation entitles the employee to 50% of the UN per diem rate.
- f. Incidental allowances:
 - i. Regional travel: US\$120
 - ii. International travel: US\$220

- iii. Personal contingencies do not need to be accounted for.
- g. Airport transfers shall be reimbursed against receipts.
- h. If incidental funds are used for business expenses, reimbursement shall be made against receipts.
- i. For assignments abroad exceeding 30 days, the reduced UN per diem rate applicable after 60 days shall apply.

Payment of Per Diems to Third Parties

Persons who are not YPDP employees, such as consultants and workshop participants, shall be reimbursed or provided with allowances for meals, accommodation, and other travel-related expenses in accordance with organizational guidelines.

Procedures and Responsibilities

- a. Consultants
 - i. Meal allowances shall be paid according to UN per diem rates. Receipts are not required for meals.
 - ii. Accommodation costs shall be paid directly by YPDP or reimbursed at actual cost. Receipts are required.
 - iii. Reconciliations, receipts, and any change must be submitted to the Accounts Office within 10 days of the consultant's return.
 - iv. Other expenses, including airport transfers, in-country transport, visa fees, etc., shall be reimbursed against receipts.
 - v. Consultants may opt for private board, in which case 50% of the UN per diem rate is paid and receipts are not required.
- b. Workshop Participants
 - i. Accommodation shall be covered directly by YPDP.
 - ii. A meals/dinner allowance shall be provided, calculated to include a small allowance for incidental expenses such as drinks or phone calls.
 - iii. Transport, visa fees, and other travel-related costs shall be reimbursed against receipts.
- c. Staff Traveling with Infants
 - i. For children under 12 months, YPDP shall cover:
 - Airfare for both staff member and infant

- Double accommodation for the staff member and infant
 - Meals allowance for the maid/babysitter accompanying the staff member.
- ii. For children over 12 months, YPDP will not cover airfare, accommodation, or meals for the child or accompanying caregiver. Staff may choose to bring children at their own expense.
 - iii. These provisions apply to both local and international travel.

21. LIQUIDATION OF PROGRAM FUNDS

Program funds issued to employees or consultants must be accounted for within the stipulated timelines to ensure proper accountability and financial closure.

Procedures and Responsibilities

- a. Submission of Receipts
 - i. Employees or consultants who receive funds for program expenses must liquidate the funds within 7 days of returning from the program, workshop, or travel.
- b. Non-Compliance – Employees
 - i. If an employee fails to liquidate funds within 14 days of return, the full amount shall be deducted from their next salary.
 - ii. Should the employee later provide the required receipts or documentation, the deducted amount shall be reimbursed.
- c. Non-Compliance – Consultants
 - i. If a consultant fails to liquidate funds within 21 days of return, the full amount shall be deducted from their consultancy fees.
- d. Travel Class
 - i. All staff shall travel on economy class.
 - ii. Business class travel may be permitted only with prior approval from the Executive Director and must be justified.
- e. Missed Flights
 - i. Employees who miss a flight without a reasonable excuse (such as illness or a death in the family) shall bear any administrative or ticket amendment fees, or the cost of non-refundable tickets.

f. Changes to Issued Tickets

- ii. If an employee causes a ticket to be changed for reasons that could have been avoided, they shall pay the cost of the ticket change.

22. SALARIES AND WAGES

Employee salaries and wages shall be paid in local or approved currency on the 25th of every month, in accordance with statutory requirements. This is to ensure that employee remuneration is properly funded, processed, and paid in a timely and accurate manner each month.

Responsibilities

- **Accountant / Assistant Accountant:** Payroll preparation, salary disbursement, and statutory deductions.
- **Admin / Head of HR:** Payroll preparation oversight, employee information management, and approval.
- **Executive Director:** Overall approval and monitoring.

Procedures

a. Payroll Preparation

- i. Salaries are confidential and shall be prepared by the Head of HR in accordance with policy.
- ii. The organization's payroll shall be prepared by the Assistant Accountant and Admin Officer at least 7 days before the pay date and reviewed by Senior Management for approval.

b. Adjustments and Deductions

- i. Adjustments shall be made for leave days, staff debts, short-time, and back pay.
- ii. Statutory deductions such as PAYE, Pension, and NHIMA shall be applied accurately.
- iii. All statutory payments must be submitted before deadlines to avoid penalties.

c. Payslips and Payments

- i. Payslips shall be distributed to employees one day before the pay date to allow for correction of errors.
- ii. Transfers to staff accounts shall be executed by the bank, with net salary debited from the YPDP Main Account. Bank charges are recorded separately.

d. Salary Range

- i. Salaries shall correspond to the employee's designation, in descending order from Senior Management to Volunteers. (See Annex 1)

23 TIMESHEETS

Salaries and wages for employees whose time is charged to multiple grant programs or cost objectives must be supported by accurate timesheets and attendance records.

Procedures

a. Preparation and Submission

- ii. Employees are responsible for completing their own timesheets with clear instructions on work to be performed and the grant/program to be charged.
- iii. Timesheets must be completed in ink daily as work is performed. All hours worked must be recorded.
- iv. Timesheets must be signed by both the employee and the supervisor (Head of Department or Director) after completion.

b. Corrections

- i. Corrections must be made by cross-out and re-entry, with no erasures or correction fluids.
- ii. Both the employee and supervisor must initial corrections, providing a brief explanation.

c. Distribution and Control

- i. Only one timesheet per employee is allowed. Timesheets must include the employee's printed name.
- ii. Timesheets must be submitted to the Head of Human Resources by the respective Head of Department.
- iii. Distribution and collection of timesheets must be segregated from payroll preparation and budget monitoring.

d. Induction and Training

- i. New employees must be trained on proper timesheet procedures.
- ii. Employees are responsible for accurate timesheet preparation.

e. Monitoring and Verification

- i. Periodic internal reviews shall be conducted to ensure compliance with timekeeping controls.

- ii. Designated HR personnel shall review daily attendance registers; Departmental Heads shall review timesheets for procedural compliance.
 - iii. Accounts personnel shall reconcile time charges with payroll monthly.
 - iv. Head of HR and Finance Director shall perform periodic sampling and verification of labor charges against attendance and payroll records.
- f. Overtime
- i. Overtime must be pre-approved with justification provided.
- g. Approval Authority
- ii. A list of all supervisors authorized to approve timesheets shall be maintained by the HR Department.
 - iii. The Executive Director shall review all Directors' timesheets and may randomly review any employee's timesheet at any time.

ANNEX

Annex 1: Salary Structure

SN	RANKING	Minimum Remuneration (ZMW)	Maximum Remuneration (ZMW)
1.	Executive Director	10,000	60,000
2.	All managers	7,000	40,000
3.	Officers	5,000	20,000
4.	Volunteers' stipends (Transport and Lunch)	1,800	4,000

NB: Salaries and stipends shall be paid only if funds are available. Remuneration is subject to the organization's financial capacity at the time of disbursement.

NOTE: All the Remunerations are at the gross pay before deductions of PAYE, NHIMA and Pension Scheme as regulated by the Zambian laws.



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