



**Riddhi Siddhi Krushi va Gramin Shaikshanik samajik Sanstha**

# **Finance Manual**

## **Background and History of the Organization:**

**Name of the Organization is a registered Riddhi Siddhi Krushi Va Gramin Shaikshanik Samajik sanstha under the Indian Societies Registration Act, 1860 & Bombay Public Trust Act, 1950. It works to protect children from all forms of exploitation, abuse and ensures education for all.**

**Riddhi Siddhi Krushi Va Gramin Shaikshanik Samajik Sanstha** is a dedicated non-governmental organization (NGO) committed to promoting social welfare, financial literacy, and economic empowerment in underserved communities. To achieve its mission effectively and responsibly, the organization adheres to a robust set of financial policies that ensure transparency, accountability, and sustainable financial management. This document outlines the key financial policies and principles that govern Riddhi Siddhi Sanstha's financial operations, ensuring the optimal use of resources while maintaining compliance with regulatory requirements.

Financial integrity is a cornerstone of the organization's operations. By maintaining clear and transparent financial records, conducting periodic audits, and ensuring responsible fund utilization, Riddhi Siddhi Sanstha upholds the trust placed in it by donors, stakeholders, and the communities it serves. These financial policies are designed to ensure that all funding received—whether through grants, CSR partnerships, individual donations, or other sources—is utilized efficiently and effectively to support the organization's mission-driven programs and initiatives.

## **Vision of the Organization:**

Riddhi Siddhi sanstha visualizes a society where all people can gain access to livelihood Opportunities, quality education, quality health care and where all individuals can realize their full potential. To create a child friendly society, where all children are free from exploitation and receive free and quality education.

## **Mission of the Organization:**

### **OUR MISSION:**

Our mission is to accelerate socio-economic change in the Community. To build a trusted bridge between the dreams and aspirations of community people who Care about their all-round development in life.

### **A. GENERAL**

1. Transactions will be accounted on cash basis only. Therefore, only on actual receipt or payment will transactions be accounted. No provisions will be made for expenses and other payables and similarly for receivables. Purchases and expenses will be accounted only when

actually paid for and incomes when actually received and not on incurrence/accrual. In following cash method of accounting, the past practice and the provisions of the Income Tax Act (ITA) and Foreign Contribution (Regulation) Act (FCRA) are given due consideration. That provisions in the technical guide issued by the Institute of Chartered Accountants of India are not yet mandatory is also noted.

2. Accounts will be maintained through standard computerized accounting software package i.e. tally and all the supporting records shall be maintained through manual mode as well as computerized mode as suitable to the organization.

3. The books of account and related documents to be maintained are:

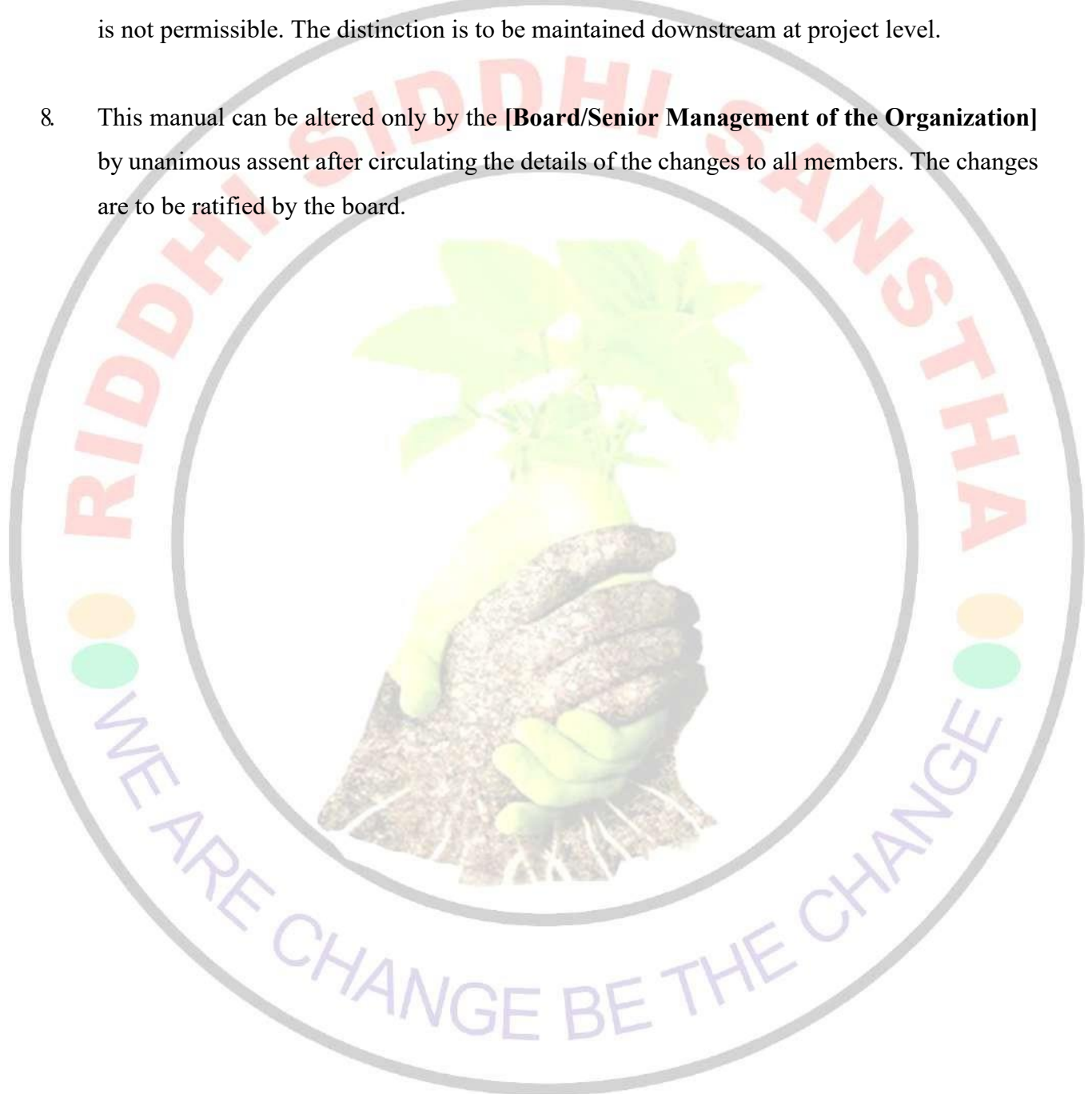
<u>Books/Documents</u>	<u>To be maintained by/at</u>	<u>To be authorized by</u>
3.1 Cash payment and receipt vouchers with supports/bills including advance requisition forms	Secretary Level	Secretary Level
3.2 Bank payment and receipt vouchers with supports/bills including advance requisition forms	Founder Level	Founder Level
3.3 Journal vouchers with supports/bills	Part time Auditor	Part time auditor
3.4 Monthly project/donor wise utilization statements		
3.5 Bank Reconciliation Statements	No	No

4. The other books and registers to be maintained are:

<u>Books/Documents</u>	<u>To be maintained by/at</u>	<u>To be authorised by</u>
4.1 Fixed assets register	Secretary Vice President	Secretary Vice President
4.2 Inventory register	No	No
4.3 Investment register	Tresurer	Tresurer
4.4 Vehicle log books	Admin Dept.	Admin Dept.
4.5 Salary register	Founder President	Founder President

5. While delegating the accounting and related duties the principle to be followed is that as far as possible the same employee will not transact/effect and account a transaction. Similarly, employees in charge of assets will not account the transactions relating to that asset in the books of account. For example, the person in charge of the original investment receipts will not account (in the books of account) the creation, maturity, interest, etc., on the investments although he may maintain the investment register.
6. Any amount of loan or benefit (i.e. advance against salary or others) shall not be given to any member of the governing board or office bearers provided they are claiming the reimbursement against any expenditure made for the benefit of the organization including their remuneration package.

7. Under the provisions of the Foreign Contribution (Regulation) Act, 2010 only a single designated bank account is to be maintained for receipt of foreign grants from foreign donors. Mix up of foreign and local bank accounts/grants even by temporary inter account funding is not permissible. The distinction is to be maintained downstream at project level.
8. This manual can be altered only by the **[Board/Senior Management of the Organization]** by unanimous assent after circulating the details of the changes to all members. The changes are to be ratified by the board.



## B. DELEGATION OF AUTHORITY AND CUSTODY OF ASSETS/ DOCUMENTS

1. The persons/designations who will authorise payments / transactions are:

	<u>Nature of payments/transaction</u>	<u>Quantum of payment</u> Designation to be filled-in for all categories	<u>Person/Designation</u> Designation to be filled-in for all categories
1.1	Cash payments	President	President
1.2	Weekly/Monthly verification of physical cash balance and books of account		
1.3	Purchases/Procurement <ul style="list-style-type: none"><li>- capital assets</li><li>- others</li></ul>	As per guidelines in annexure	
1.4	Immovable property <ul style="list-style-type: none"><li>- purchase</li><li>- sale</li><li>- construction</li><li>- works contract/repairs</li><li>- lease / rental</li></ul>	As per guidelines in annexure  As per the Board will final	
1.5	Transfer of assets <ul style="list-style-type: none"><li>- inter-project</li><li>- third party</li><li>- employee</li><li>- scrapping</li><li>- sale</li></ul>	As per in guidelines in annexure	

- 1.6 Advances
- programme Head Finance and respective head of the department or programme
  - staff Salary advance upto two months President salary
- 1.7 Employees
- appointment
  - termination HR & Founder
  - disciplinary proceedings
  - increments
  - promotion
  - leave of absence
- 1.8 Bank accounts
- opening of accounts
  - loans
  - signatories
  - closure of accounts
- 1.9 Other general contracts like annual maintenance contracts, consultancy, vendor contracts etc.
- approval
  - cancellation
  - execution
- 1.10 Donors
- correspondence } President
  - narrative report } President
  - financial report } President
  - utilisation statements } President
  - budgets } President
  - contracts -

No transaction shall be split or broken up to circumvent the monetary limits specified anywhere in the manual.

2. It is the duty of the authorised signatory to ensure that all the requirements contained in this manual are met before authorising any payment/voucher/entry.
3. Alternative authorised signatories are designated so that non availability of one due to travel or work, leave, etc., does not hamper the natural flow/conduct of transactions.
4. The persons (designations) in charge of the various assets/documents are:

	<u>Safe custody of</u>	<u>Person/designation</u> Designation to be included under each category	<u>To be maintained at</u>
4.1	Cheque book	President	Riddhi Siddhi Central office
4.2	Fixed deposit and other investment receipts – originals	President	Bank locker/ Riddhi Siddhi Central office
4.3	Documents of title relating to immovable property	President	Bank locker/ Riddhi Siddhi Central office
4.4	Fixed assets	President	
4.5	Key to bank lockers (specific instruction with respect to specific lockers to be separately issued)	President	Riddhi Siddhi Name of the Organization] Central Office

4.6 Cash box/balance

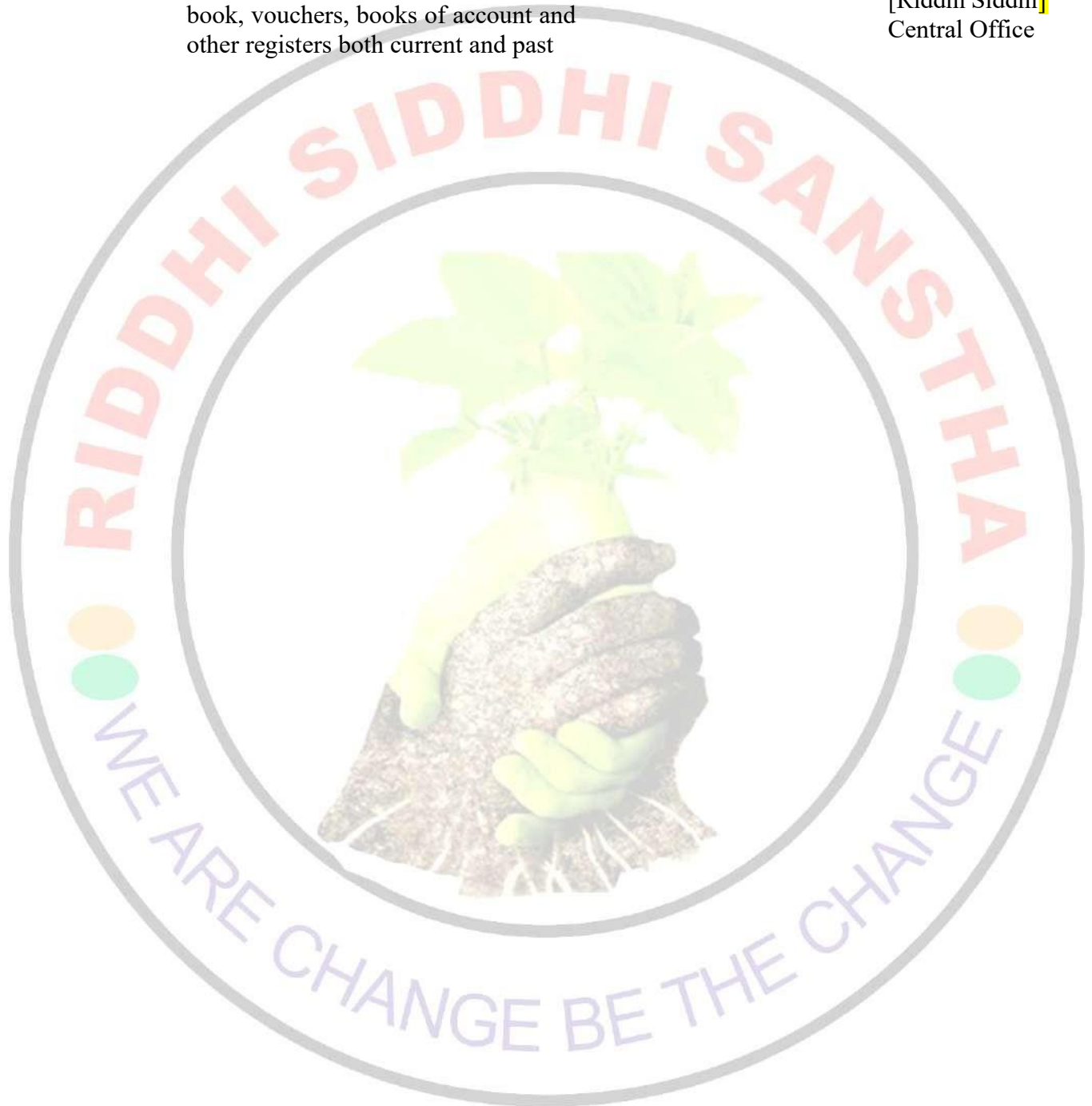
President

Riddhi Siddhi  
Central Office

4.7 Accounting records including cheque book, vouchers, books of account and other registers both current and past

President

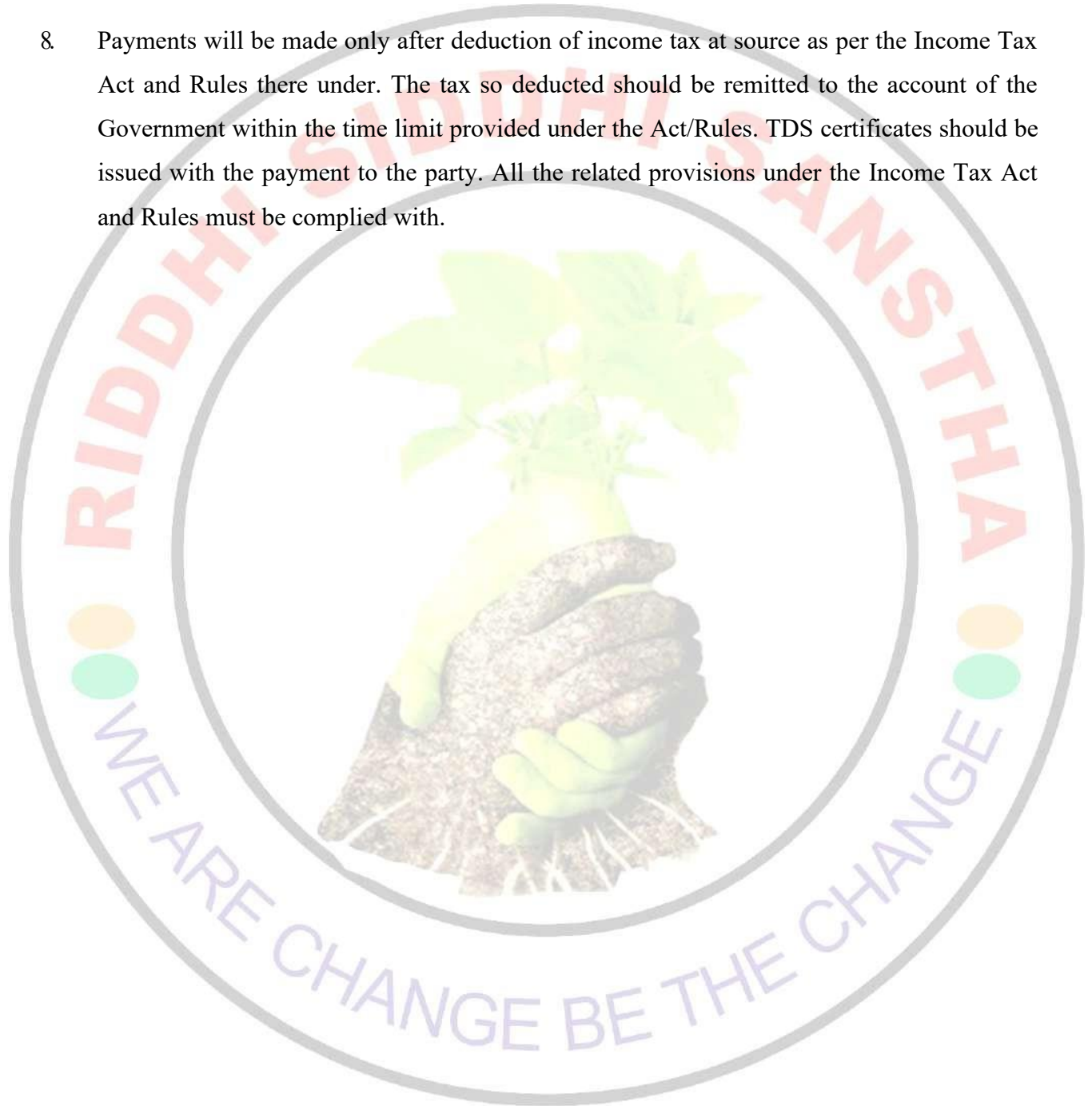
[Riddhi Siddhi]  
Central Office



## C. PAYMENTS

1. Payments whether by cash or cheque should be made only after obtaining the necessary authorisations (after attaching the relevant supports/bills to the voucher) and meeting all requirements of this manual.
2. Payments will normally/as a rule be by account payee cheques, any active RTGS or account payee demand drafts. Account payee cheques/demand drafts should be a rule and cash an exception. Very small payments to suppliers who do not hold bank accounts and those that are not practically payable by cheque may be made by cash. Even small suppliers should be encouraged to accept account payee cheques. This will help inculcate the banking habit in them. However, for any payment above **Rs. 20,000/-** paid by cash, the reason for not having paid by account payee cheque must be documented on the face of the voucher and authorized by the authorized signatory.
3. Cheques should be issued only in serial order i.e., without leaving any unused cheques in between. Only one cheque book per bank account should be in use at any point. A new cheque book should be used only after the last cheque of the old book has been issued. That the previous cheque book has been fully used will be evident to the authorized signatories from the cheques issued register.
4. After making the payment a 'paid' seal must be affixed on the voucher and all the supports attached to the voucher. The seal could also contain provision for voucher number and date so that when affixed on the supports/bills, the voucher which the bill/support relates to is specified.
5. No payments shall be made against the credit card dues of any employee unless they are supported by original bills. No payment shall be made just on the basis of the statement of the card issuer. Where the person is on a long tour and the statement is to be paid for during his absence, the payment is to be debited as advance and charged to revenue only on receipt of the bills.
6. In the event of loss of original bill(s), the voucher must be supported by adequate proof to substantiate the loss. Duplicate bills must be obtained from the vendor/supplier and attached to the voucher.

7. Any amount which is reimbursable or advance payment made to the organisation shall not be charged to revenue. These amounts shall be booked to the relevant receivable or payable account till settlement.
8. Payments will be made only after deduction of income tax at source as per the Income Tax Act and Rules there under. The tax so deducted should be remitted to the account of the Government within the time limit provided under the Act/Rules. TDS certificates should be issued with the payment to the party. All the related provisions under the Income Tax Act and Rules must be complied with.



#### **D. RECEIPTS**

1. Preprinted numbered receipts should be issued on receipt of any amount whether by cash or by cheque. Separate receipt books are to be maintained for foreign grants, local grants as well as online grants received by the organization.
2. Only one receipt book/series should be in use at any point at one office/building for each mode of receipt i.e. physical as well as online mode.
3. Receipts should be issued for every inflow of cash or cheque whether they are from third parties like donors.
4. Receipts should be in duplicate. The original receipt must be issued to the payer. The book copy could be retained as the receipt voucher (in case of manual system).
5. If cash is deposited into the bank the contra voucher will be adequately supported with the bank receipt and signature of the cashier and authorized signatory.
6. All cash donations must be banked within the end of the week.
7. Receipts must be accounted immediately on actual receipt itself.

8. Form of receipt - original - payer's copy – Attributes to be present

**Riddhi Siddhi krushi v gramin shaikshanik samajik sanstha jambhulani**  
**at- jambhulani post- pulkoti tal- man dist –satara maharashtra**  
**[ AAFTR1630J , 12a:- AAFTR1630JE20241 80g:-AAFTR1630JF20251 ]**

**RECEIPT**

Number \_\_\_\_\_ Date \_\_\_\_\_  
(preprint)

Received with thanks from (Name and Address) \_\_\_\_\_

\_\_\_\_\_ PAN \_\_\_\_\_

Rupees (in words) \_\_\_\_\_ by

cash/cheque/demand Draft No. \_\_\_\_\_ dated \_\_\_\_\_ drawn on

\_\_\_\_\_

Rs. \_\_\_\_\_

**Accountant**

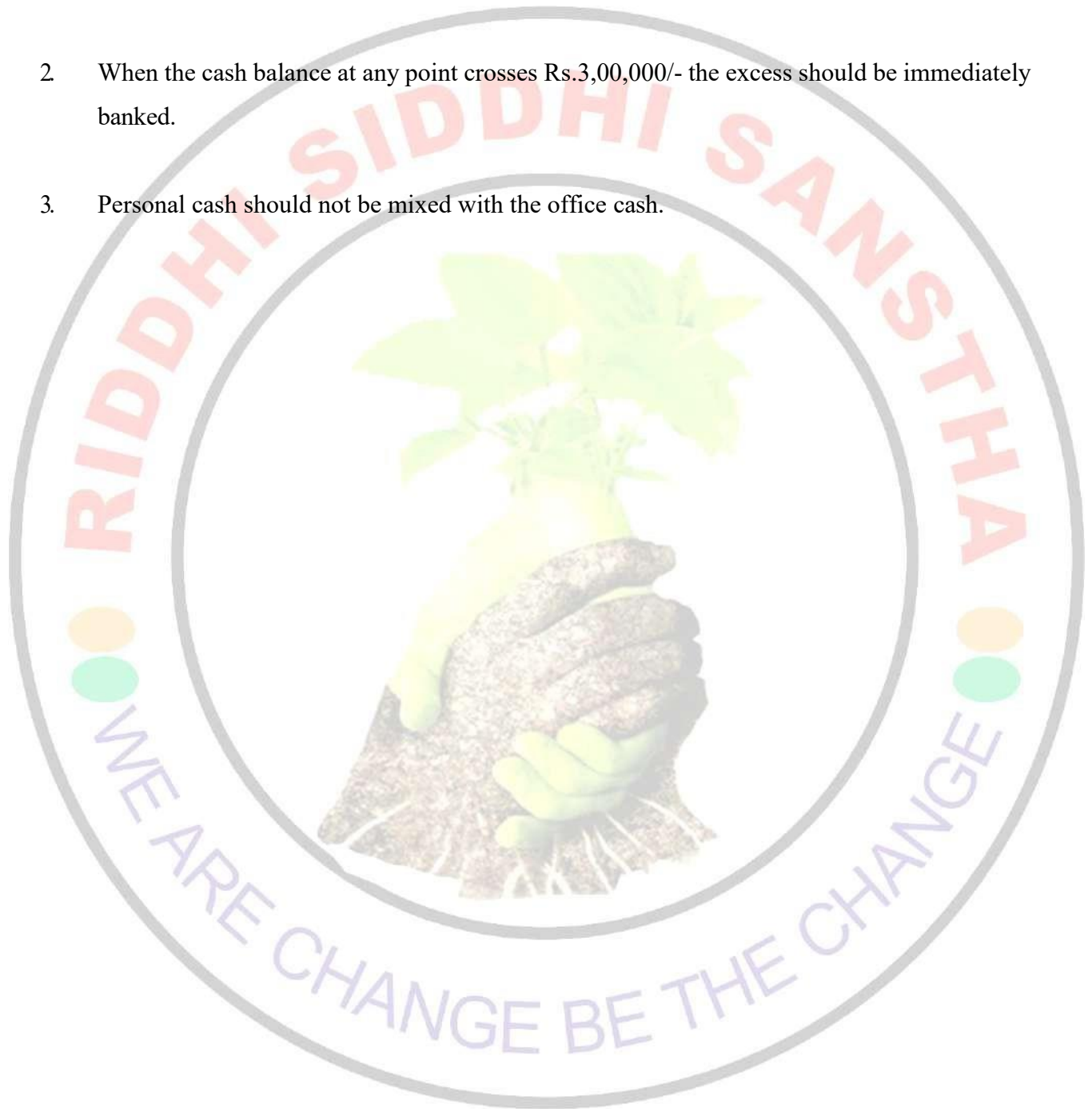
## **E. CASH BOOK – TO BE REVIEWED LATER**

1. The cash book must contain preprinted serial numbers. Missing pages if any must be noted and authorized before commencement of use of the book itself.
2. The cash book entry must be made immediately on making the payment/receipt.
3. The cash book entry must be based on a properly prepared and authorized receipt/voucher (as set out in this manual).
4. The cash book entry must be in the serial order of the vouchers/receipts only. Cancelled vouchers must be entered as cancelled so that the series is completely and continuously accounted/entered.
5. Every entry in the cash book should contain the voucher number and date, account head debited/credited, the amount paid/received, a detailed narration containing the nature and purpose of the transaction and the ledger folio into which posted.
6. The cash book must at all times reflect the actual inflow and outflow of cash into and from the cash box. No payments or receipt of cash, for whatever reason must be left unaccounted. Even if the payment is returned by the payee within a few hours both the outflow and inflow are to be reflected.
7. If the cashier maintains a cash scroll and the fair/final cash book is maintained by other staff, the entries, totals and balances in the two sets of books must be identical and must tally with each other.

8. At the end of every day the cash book and the scroll must be checked by the staff authorized for this purpose/authorized signatories, with the vouchers/receipts. The physical cash balance available in the cash box should be counted and tallied with that as per the cash book on a weekly basis. This physical verification must be documented on the cash book of that day itself by mentioning the denominations available that make up the balance and by the signature of the person verifying the cash balance/book and the cashier on all the pages of the cash book.
9. The daily totals and balances in the cash book (where not computerized and in cash scroll) must be in ink and the daily cash book must begin with the opening balance and end with the closing balance of that day.
10. If accounting is computerized, apart from the other procedures laid down, the daily cash book containing the opening balance for the day, receipts, payments and closing balance must be printed out. This print out should contain the documentation in para (8). The final cash book will comprise these daily print outs and must be bound periodically.
11. There should be no scoring out of entries (whether of the figures or other particulars including the account head), corrections, application of white fluid, rubbing, overwriting, etc. Any corrections to be made should be through properly authorized journal entries in the case of rectification of wrong account heads or through fresh cash vouchers (receipt or payment), which are again to be properly authorized.
12. Under the manual/non computerized accounting system an analytical/columnar cash book meeting all the requirements of this manual, may be maintained with the normally used account heads being given a column each. This makes monthly posting of totals to the general ledger under each account head possible instead of individual posting of every entry, thereby reducing the number of postings and consequently the scope for error.
13. Since cash payments are not possible when there is inadequate cash balance the cash book cannot ever show a negative cash balance at any point/on any day.

## **F. CASH BALANCE MAINTENANCE**

1. The cash balance should always be kept/available in the cash box only.
2. When the cash balance at any point crosses Rs.3,00,000/- the excess should be immediately banked.
3. Personal cash should not be mixed with the office cash.

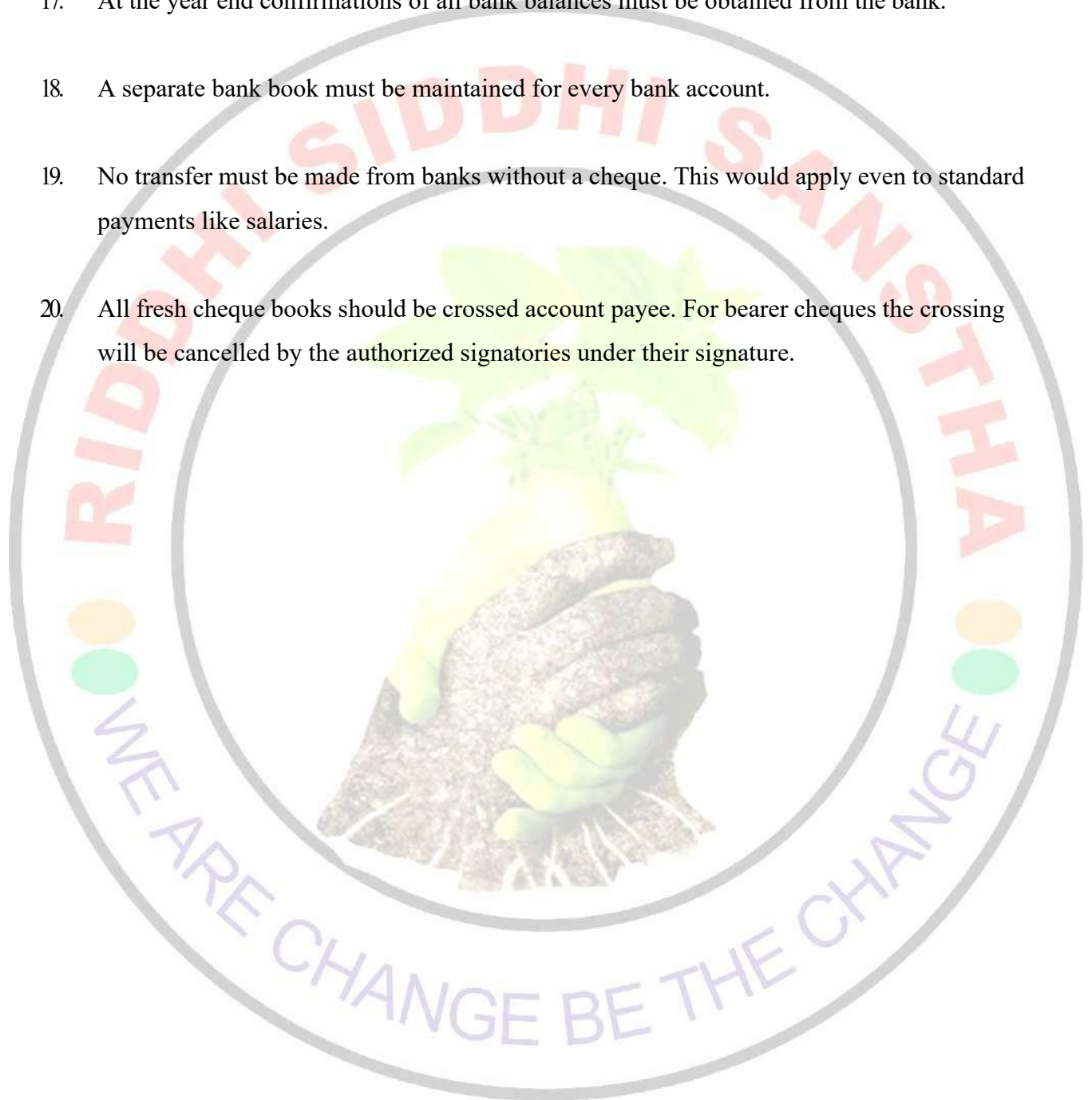


## **G. BANK BOOK – TO BE REVIEWED LATER**

1. The bank book must contain preprinted serial numbers. Missing pages, if any, must be noted and authorized before commencement of use of book itself.
2. The bank book entry must be made immediately on making the payment/receipt.
3. The bank book entry must be based on a properly prepared and authorized receipt/voucher (as set out in this manual).
4. The bank book entry must be in the serial order of the vouchers/receipts only. Cancelled vouchers must be entered as cancelled so that the series is completely and continuously accounted/entered.
5. The bank voucher numbers must follow and correspond with the cheque number series. There must be no chronological mismatch between cheque and voucher numbers. Cancelled cheques should be accounted as cancelled but no separate voucher is necessary for this. The cancelled cheques must be preserved.
6. For deposits into the bank account and bank receipt entries the stamped (by bank) pay-in-slips/deposit challans must be attached to the receipt or maintained as a separate bound book.
7. Every entry in the bank book should contain the voucher number and date, account head debited/credited, the amount paid/received, a detailed narration containing the nature and purpose of the transaction and the ledger folio into which posted.
8. No rough bank book in any form should be maintained.
9. The bank book should be made up/updated with every issue and receipt of every cheque.

10. At the end of every day the bank book should be totaled and balanced. Only the closing balance of the day should be carried forward to the next day.
11. The daily bank book including the totals and balances should be verified by the authorized signatory with the vouchers and cheques issued register/cheque counterfoils. This process must be documented by the authorized signatory and the accountant signing on all the pages of the bank book.
12. If the accounting is computerized, apart from the other procedures laid down, the daily bank book containing the opening balance for the day, receipts, payments and closing balance must be printed out. This print out should contain the documentation contained in para (11) above. The final bank book will comprise these daily print outs and must be bound periodically.
13. There should be no scoring out of entries (whether of the figures or other particulars including the account head), corrections, application of white fluid, rubbing, overwriting, etc. Any corrections to be made should be through properly authorized journal entries in the case of rectification of wrong account heads or through fresh bank vouchers (receipt or payment), which are again to be properly authorized.
14. Under the manual/non computerized accounting system an analytical/columnar bank book meeting all the requirements of this manual may be maintained with the normally used account heads being given a column each. This makes monthly posting of totals to the general ledger under each account head possible instead of individual posting of every entry, thereby reducing the number of postings and consequently the scope for error.
15. Based on the volume of transactions a pass sheet/pass book/ bank statement update must be obtained from the bank regularly/periodically. The entries in this must be reconciled with the entries in the bank book and a bank reconciliation statement (BRS) is to be prepared monthly. This BRS should be authorized by the authorized signatory.

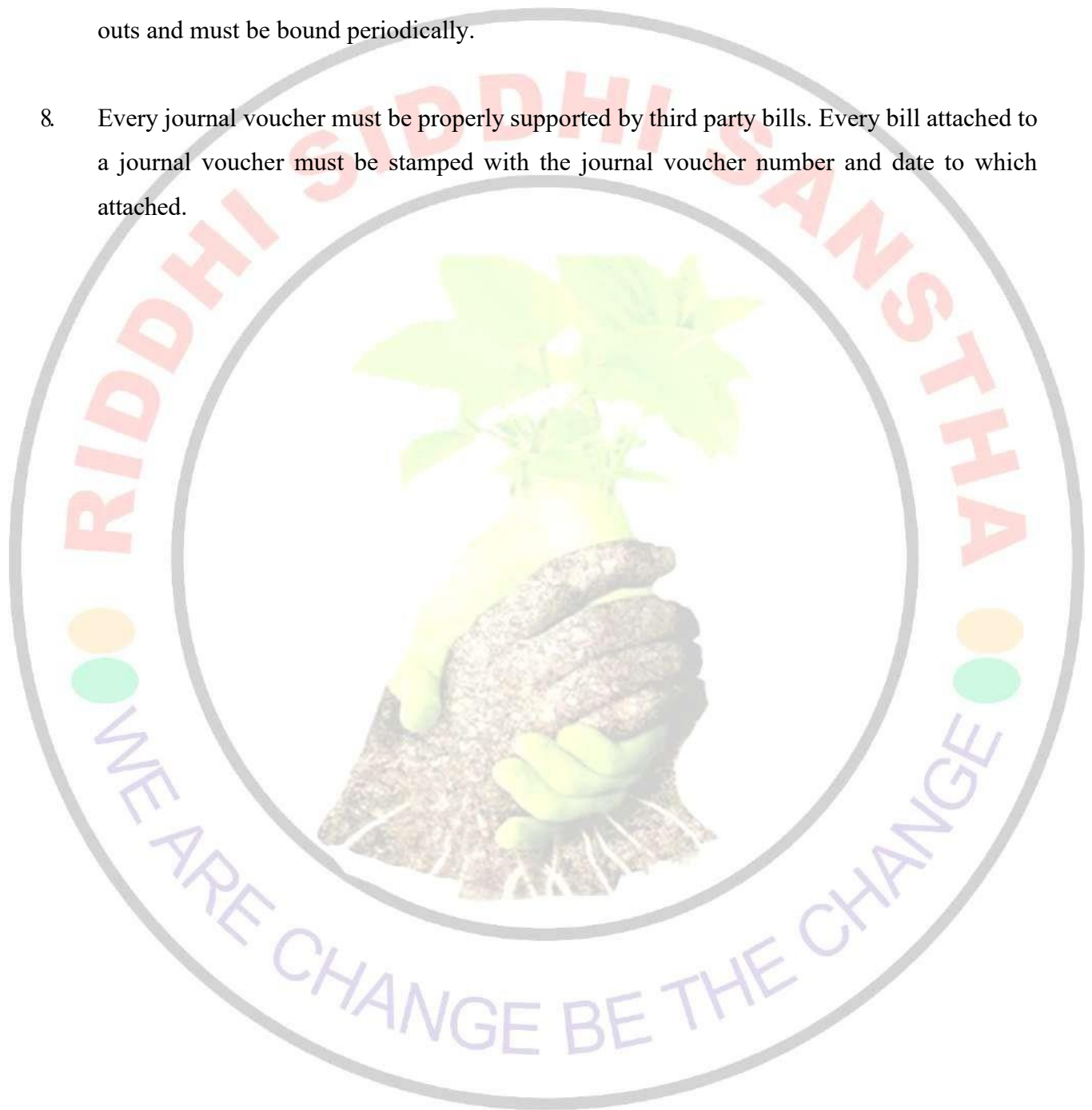
16. Inoperative bank accounts must be closed. Till such closure monthly bank statements, year end confirmations and reconciliations if any should be obtained/made.
17. At the year end confirmations of all bank balances must be obtained from the bank.
18. A separate bank book must be maintained for every bank account.
19. No transfer must be made from banks without a cheque. This would apply even to standard payments like salaries.
20. All fresh cheque books should be crossed account payee. For bearer cheques the crossing will be cancelled by the authorized signatories under their signature.



## H. JOURNAL REGISTER

1. The journal register must contain preprinted serial numbers. Missing pages if any must be noted and authorized before commencement of use of the book itself.
2. The journal entry must be based on a properly prepared and authorized voucher as set out in this manual.
3. The journal entry must be in the serial order of the vouchers only. Cancelled vouchers must be entered as cancelled so that the series is completely and continuously accounted/entered.
4. Every entry in the journal register should contain the voucher number and date, account head debited/credited, a detailed narration containing the nature and purpose of the transaction and the ledger folio into which posted. In case of rectifications, the cross references of the basic documents/books/entries rectified must be given
5. There should be no scoring out of entries (whether of the figures or other particulars including the account head), corrections, application of white fluid, rubbing, overwriting, etc. Any corrections to be made should be through properly authorized journal voucher/entries only.
6. Under the manual/non computerized accounting system an analytical/columnar journal register meeting all the requirements of this manual, may be maintained with the normally used account heads being given a column each. This makes monthly posting of totals to the general ledger under each account head possible instead of individual posting of every entry, thereby reducing the number of postings and consequently the scope for error.

7. If accounting is computerized, apart from the other procedures laid down, the journal register must be printed out at the end of every week. This print out should be authorized by the designated authorized signatory. The final journal register will comprise these daily print outs and must be bound periodically.
8. Every journal voucher must be properly supported by third party bills. Every bill attached to a journal voucher must be stamped with the journal voucher number and date to which attached.



## **I. GENERAL LEDGER (GL) – TO BE REVIEWED LATER**

1. The general ledger pages will be preprint numbered under the manual system and automatically numbered under the computerized system. Missing pages should be identified/documentated and authorized.
2. The general ledger should have an alphabetic index indicating the page/folio number where an account head and code/cost center will appear.
3. The general ledger should contain separate folios for separate account heads grouped as per the chart of accounts. The account code/cost center must be mentioned along with the account head
4. The general ledger is to be maintained annually from 1 April to 31 March. A new general ledger should be maintained for every financial year starting from 1 April.
5. The closing balances in the assets and liabilities accounts from the immediately preceding balance sheet as at 31 March will be brought forward as opening balances in the ledger as on 1 April every year. This will be the starting point of the general ledger. The opening balances must be brought forward even if audit is not complete. On completion of audit necessary rectification entries can be passed.
6. The general ledger will be posted with entries from the cash book, bank book and journal register monthly - if analytical/columnar cash, bank and journal books are maintained and daily entry wise in other cases.

7. The general ledger will be totalled and balanced every month on the last day of the month or the previous day if the last day of the month is a holiday. The balances and totals will be in ink only. A trial balance will then be extracted.
8. There must be no scoring out of entries in ink or by using fluid, etc., and/or overwriting, etc.
9. The authorized signatory or heads of the regions will check the general ledger every month and sign against these monthly balances and compare them with the trial balance.
10. Computerized Accounts – general ledger
  - 10.1 Under computerized accounting apart from meeting the other requirements of this manual the general ledger must be printed quarterly, on the last day of every quarter, with the pages numbered automatically. The system of quarterly print outs should not be dispensed with on the plea that the data is available in the system.
  - 10.2 An alphabetic index must be available of the pages where account heads and ledger folios appear.
  - 10.3 The quarterly print outs of the various accounts in the general ledger will be taken on the last day of every quarter or the previous day if the last day is a holiday. Signed by the authorized signatory it will form part of the eventual/final annual general ledger.

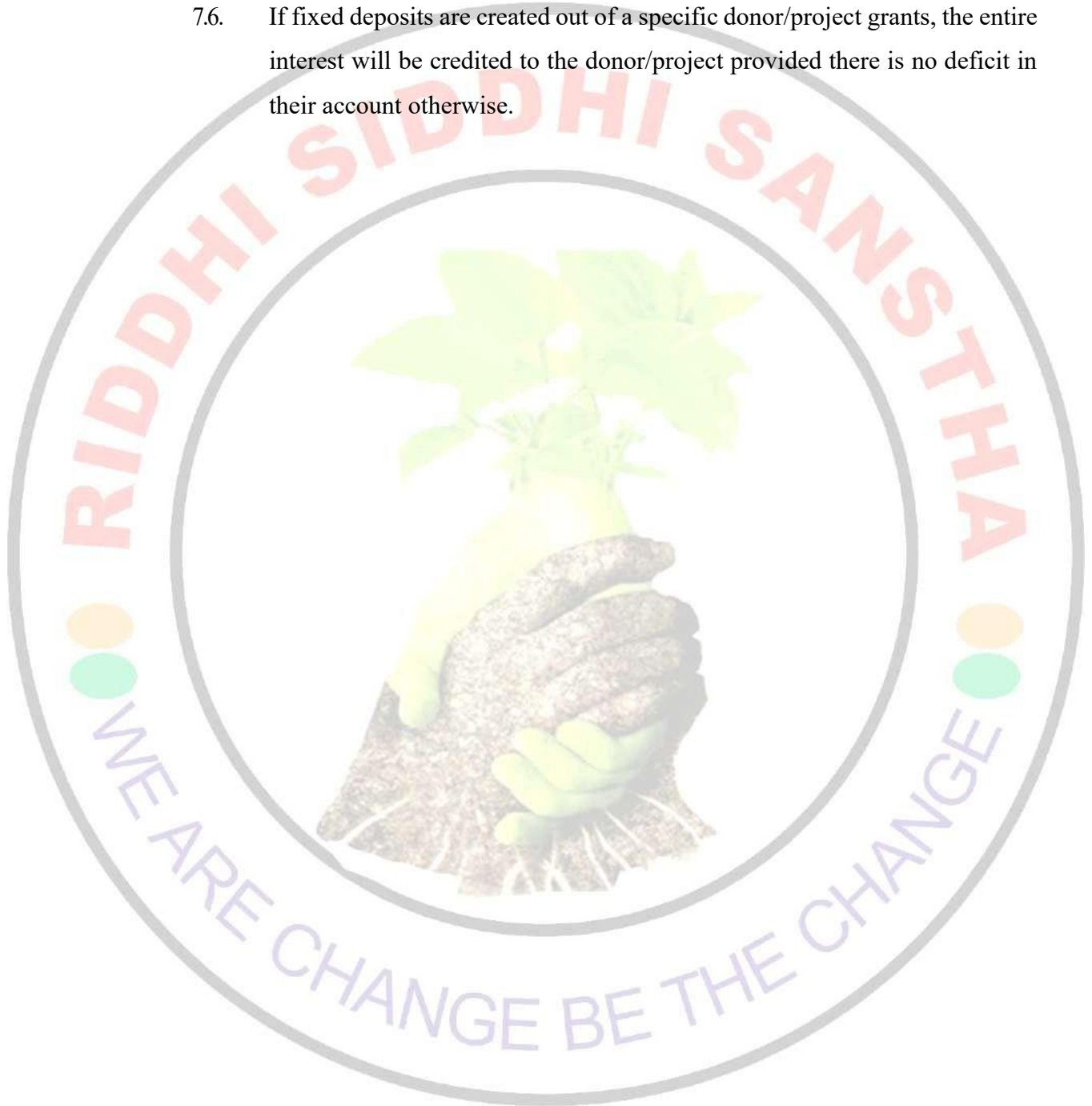
**J. TRIAL BALANCE, RECEIPTS AND PAYMENTS ACCOUNT, INCOME AND EXPENDITURE ACCOUNT, BALANCE SHEET AND DONOR REPORTING**

1. The independent and consolidated trial balances for foreign contribution and local contribution will be made up on the last day of every year containing the balances in the asset and liability accounts as on that day and the income and expenditure account balances from 1<sup>st</sup> April to the end of the relevant year i.e. 31<sup>st</sup> March.
2. Before printing the trial balances, the staff in charge (paragraph A) should check its contents thoroughly.
3. The yearly receipt and payment account, income and expenditure account and balance sheet will be prepared from the trial balance on the last day of the financial year in the standard formats which is in any case is built into the chart of accounts and therefore into the trial balance.
4. All donor reports whether financial or narrative and whether audited or unaudited shall be sent within the dates set by the donor(s) in the project documents.

## K. FUND BASED ACCOUNTING

1. Every individual project whether funded by a single donor or more than one donor as a consortium or otherwise should be treated as a separate fund.
2. All the Incomes and Expenditures whether revenue or capital in nature with respect to every fund must be distinctly and separately accounted.
3. The books of account with respect to every fund should include the
  - fixed assets acquired with those funds
  - income and expenditure of the fund
  - unutilized balance of that fund
4. A separate set of receipts and payments account should be prepared for every fund on monthly basis.
5. The audited fund based accounts should be sent to the respective donors as per their requirement in the agreement.
6. The figures in the utilization certificates to the donors should be drawn from the audited fund based accounts only, if required as per the agreement with the donor.
7. Allocation of interest earned to donors/projects.
  - 7.1. No interest will be allocated to donors/projects if there is no specified contractual stipulation to do so.
  - 7.2. Interest will not be allocated to individual and other onetime/irregular donors.
  - 7.3. The allocation will be made at the financial year end only as banks revise their interest rates periodically.
  - 7.4. The rate and the basis have to be as per the bank to ensure that the allocation does not exceed the earning.

- 7.5. Interest on grants referred to in paragraphs 7.1 to 7.2 will be to the credit of Social Empowerment & Voluntary Association
- 7.6. If fixed deposits are created out of a specific donor/project grants, the entire interest will be credited to the donor/project provided there is no deficit in their account otherwise.



**L. ADVANCES TO STAFF - TRAVEL, PROGRAMME AND SALARY**

1. The documents/records to be maintained relating to staff advances are:

- a) The advance payment bank/cash voucher
- b) The advance requisition form which is approved by the designated authority.
- c) All supports/bills attached to the advance requisition form (tour plan, quotations etc.,)
- d) The entry accounting the settlement of the advance
- e) All bills and supports attached to the voucher
- f) The bank/cash voucher accounting the receipt or payment of the balance on advance settlement

2. The advance requisition form (performa) is given below: -

3.

**Riddhi Siddhi krushi va gramin shaikshanik samajik sanstha Jambhulani  
post pulkoti tal man dist satara**

Name of the person.....

Department.....

Purpose of advance.....

.....

Advance required.....

Previous balance(If any) .....

Unadjusted bills\* ( If any).....

Tour plan\* (If applicable)

Date of travel	Starting Place	Destination Place	Mode of travel

Estimate of advance\*:-

Particulars	Details	Amount
Travel		
Boarding & lodging		
Local conveyance		

\* in case of salary advance, these heads are not applicable.

(Signature of requisitioner) (Authorised signatory)

Date -

For Accounts:-

4. The form shall be signed by the person requisitioning the advance after taking approval from the authorized signatory and submit it to the accounts department not less than the 3 working days before the starting date of activity/programme/tour for which the advance is required for. The accountant should sign the form on payment/data entry.
5. A copy of the approved tour plan in the case of travel advances, quotations, etc., in the case of advances for purchases should be attached to the advance requisition form and should also be signed by the authorised signatory when approving the advance.
6. Advances are to be paid only if any previous advance taken by that employee is settled. This check should be made with regard to advances under all heads – travel, programme, salary, etc. This should be suitably documented in the advance requisition form. Where more than one event is managed simultaneously by an employee, this rule will not apply subject to the condition that each such advance and settlement are accounted separately under different sub-ledger accounts or in a manner that discloses each such advance and settlement distinctly to facilitate monitoring.
7. Advances to the extent possible should be allowed through by account payee cheque only. Steps should therefore be taken to request for it in good time so that credit could be available to the payee at the time of the need.

8. All advances should be settled by submission of bills and return of unspent amounts (by cheque) within the following periods :

Travel advances - Within [5] working days of completion of the travel/tour

Programme advances:

- a) for running a field office - Monthly before the 10th of the succeeding month
- b) for others - Within [5] working days from the end of the event/transaction.

9. Programme advances must generally be avoided/minimized and the organization should directly issue cheques to the parties concerned.

10. On submission of bills the settlement entry (other than the portion involving physical cash/Cheque inflow/outflow) should be through journal only and not through the cash book.

11. The journal, cash and bank vouchers in settlement of advances and the bills and supports should be authorised and signed by the authorised signatory laid down in paragraph B of this manual.

12. The advance requisition form along with the relevant supports should form the support to the cash/bank voucher accounting the advance paid.

13. All advances are to be accounted immediately on payment. No suspense advances or IOUs are permitted.

14. Advances outstanding beyond the period allowed should be recovered from the salary.

15. The advance accounts and their balances should be monitored before every entry. Periodically, preferably fortnightly the staff designated in chapter B should monitor all the advances to ensure that recovery whenever required/possible is made.

## M. TRAVEL EXPENSES – REIMBURSED/PAID TO STAFF

1. The basic documents/records involved are :
  - An approved travel plan/tour schedule
  - If paid through advances chapter M of this manual also applies
  - The travel policy/guidelines as contained in **Riddhi Siddhi krushi va gamin shaikshanik samajik sanstha Jambhulani** Human Resource Policy Manual
  - The outstation travel claim form
2. Travel advance should be limited to the estimated cost of travel based on the mode of travel, cost of tickets, stay and number of days involved.
3. Generally, travel should be by the shortest route and cheapest mode of transport.
4. The expenses on travel, victuals, other related expenses and to the extent possible on local conveyance should be supported by original third-party evidence/bills.
5. The limits with respect to stay, victuals and local conveyance are contained in the **Riddhi siddhi Krushi Va Gramin Shaikshanik Samajik sanstha** Human Resource Policy Manual.
6. Any travel booking (taxi, air and trains) shall be through travel agencies approved by the organization only.
7. Cost of air and train tickets booked by **Riddhi siddhi Krushi Va Gramin Shaikshanik Samajik sanstha** shall be debited to advance account of the employee and shall be reversed to travel expenses only on the employee's return of the used tickets. In the case of train tickets photocopies of tickets shall be (where originals are surrendered) adequate. The administration may verify the travel with reference to the PNR.
8. Travel agents:
  - 8.1 Statements of account should be obtained from the travel agent quarterly and reconciled with the ledger account.

- 8.2 Settlements should be by account payee cheque only.
- 8.3 Only the authorised agency must be used.
- 8.4 Credits on cancellation should be accounted in the ledger account of the agent.
- 8.5 All payments should be debited to the agents' account and reversed to the respective revenue account on completion of the travel.
- 8.6 Payments are to be made only on completion of travel.
- 8.7 Only authorised person from the organisation should make bookings. The travel agent should be intimated in writing about this.
9. The procedures on drawl, settlement, confirmation, etc., relating to travel advances should be in accordance with the paragraph dealing with advances in the manual.
10. The outstation travel claim will be in the form given in the HR manual.
11. Every employee shall submit their original ticket and boarding pass as applicable in case of travel made by taxi, train or by air to the accounts department within [5] days from their successful returning from the outstation.

## **N. PURCHASES - PRODUCTS AND SERVICES**

1. The procedures relating to purchases (products and services) whether new or used (second hand) and whether consumables or otherwise contained in:

- |     |         |             |       |  |
|-----|---------|-------------|-------|--|
| 1.1 | Clauses | 3 to<br>6.1 | below | For all purchases below of Rs [*] in value |
| 1.2 | Clauses | 4 to 13     | below | From Rs. [*] and Rs. [*] in value          |
| 1.3 | Clauses | 4 to 13     | below | above Rs. [*] in value                     |

- 2.1 For arriving at the value of the purchase referred to in paragraph (1) above differing individual items to be purchased will not be grouped as one purchase except when the individual items are so similar in nature. Cost and quality will be the deciding factors in selection.
- 2.2 Purchase of an item will also not be split into several smaller purchases to circumvent the ceilings prescribed in paragraph (1) above.
- 2.3 This chapter covers purchases of all items (including services) other than immovable properties and consultancies.
3. The persons designated to decide on and authorise payments as contained in the section of the manual dealing with authorised signatories will also authorise in the normal course the purchase and payment for purchase of items contained in paragraph 1.1 above after getting the signed version of material requisition form Performa of which mentioned under paragraph 5.

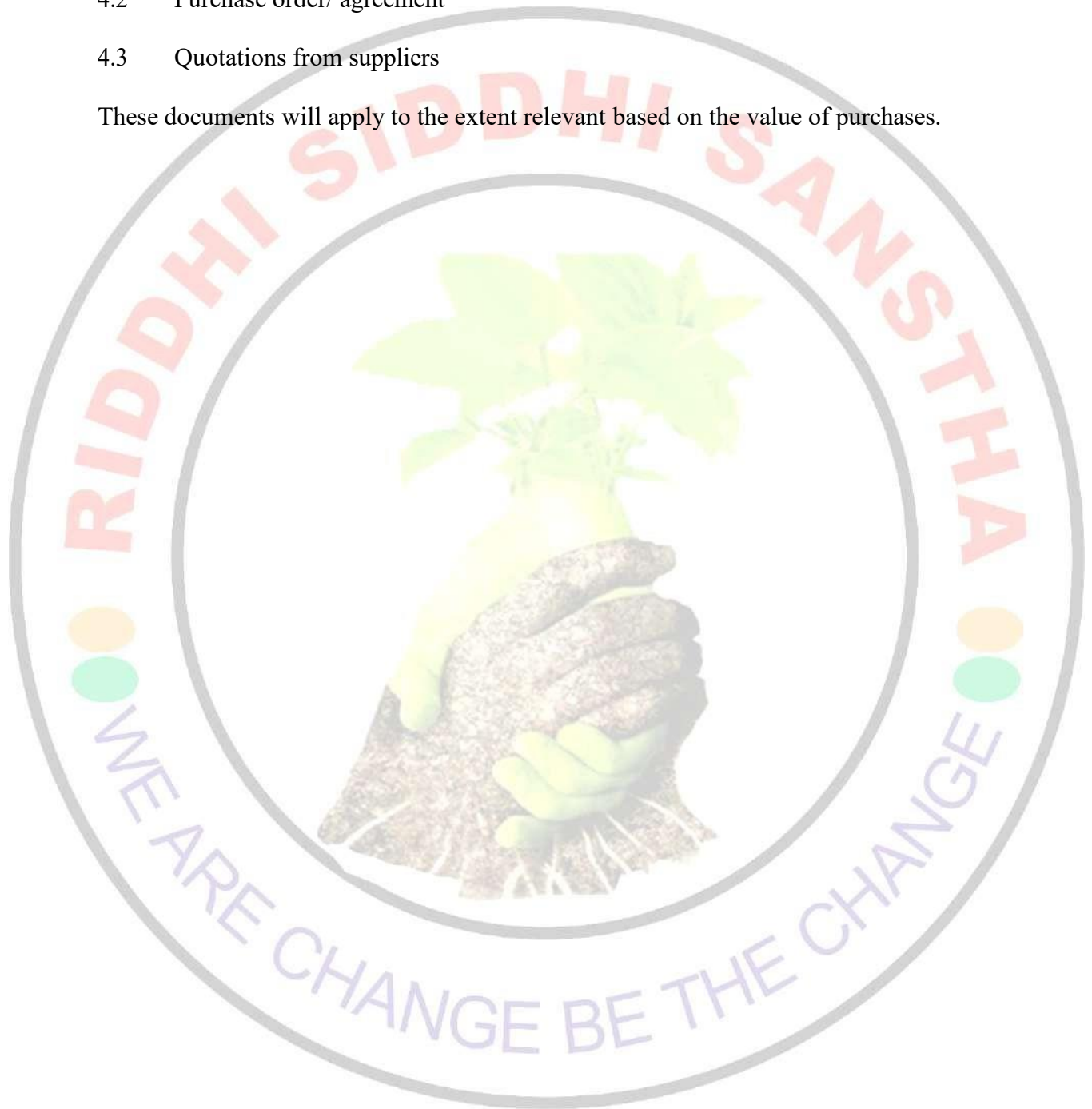
4. The documents relating to purchase procedures are :

4.1 The material requisition form

4.2 Purchase order/ agreement

4.3 Quotations from suppliers

These documents will apply to the extent relevant based on the value of purchases.



5. The material requisition form (Performa) is given below:

6.

7. **Riddhi Siddhi krushi va gramin shaikshanik samajik sanstha Jambhulani  
post pulkoti tal man dist satara maharashtra**

**MATERIAL REQUISITION SLIP**

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

Department: \_\_\_\_\_

<u>Sl. No.</u>	<u>Name of the Items</u>	<u>Quantity Required</u>	<u>Quantity Issued</u>	<u>Remarks</u>
1	_____	_____	_____	_____
2	_____	_____	_____	_____
3	_____	_____	_____	_____

Required by

HOD/Approved by

Issued by



8. The material requisition form when filled in signed and authorised shall:
  - 8.1 in cases referred to in paragraph 1.2 above - the decision will be taken after reviewing of the quotations received from minimum of three suppliers for supply of the requisitioned items and it will be forwarded to the person higher than the authorised signatory (who has signed the material requisition form) in the hierarchy, for his approval. The actual purchase will then be affected by the latter that will organise the delivery of the item to the requisitioner on payment out of the budget governing the item and requisitioner.
  - 8.2 in cases referred to in paragraphs 1.3 above - be forwarded to the **President**
9. The **Committee of the Organization** will meet on receipt of the purchase requisition form as contained in paragraphs above. 2/3rds of the members of the **Committee of the Organization** subject to a minimum of 2 members will form the quorum for any meeting. If the **Committee of the Organization** is unable to meet for any reason the approvals can be obtained by circulation.
10. When the purchase is covered in clause 1.3 above the **Committee of the Organization** will decide on and place a purchase order on any supplier which in its opinion is ideal under the circumstances.

11. The form of the purchase order (original) is in paragraphs 9.1 below :

11.1 Form of the original Purchase order

**Riddhi Siddhi krushi va gramin shaikshanik  
samajik sanstha Jambhulani post pulkoti tal man  
dist satara**

**PURCHASE ORDER**

Number \_\_\_\_\_  
(preprint)

Date \_\_\_\_\_

Name and address (Supplier) \_\_\_\_\_

<u>Sl.No.</u>	<u>Description</u>	<u>Quantity</u>	<u>Rate per item</u>	<u>Total value</u>
1	_____	_____	_____	_____
2	_____	_____	_____	_____
3	_____	_____	_____	_____

Conditions :

Date of delivery : \_\_\_\_\_  
Location to which to be delivered : \_\_\_\_\_  
Person authorised to receive delivery : \_\_\_\_\_  
Date when payment will be released : \_\_\_\_\_  
Other conditions : \_\_\_\_\_

Advance paid Rs. \_\_\_\_\_ /Date \_\_\_\_\_ Cheque No. \_\_\_\_\_ Bank \_\_\_\_\_

**President**

[Finance Head]

[Project director]

[Administrative Officer]

12. For purchases referred to in paragraph 1.3 above, the **President** will decide on a minimum of three suppliers to obtain quotations from, for supply of the requisitioned items.

The quotations must be obtained within two weeks of the meeting and within 7 working days of the receipt of all the three quotations, the **President** should meet and decide on the supplier. Thereafter the procedure laid down in paragraphs (6) and (7) above shall be followed.

13. In respect of normally used standard services, a standard cost will be evolved by the **President** and such standards are to be documented. In such an event there will be no need for quotations will not arise. However a standard will be evolved even for raid and resume missions to ensure that the costs do not vary too much from the normal.

14. In the case of purchases referred to in paragraphs (8) and (10) above, the authorised signatory will ensure that the original purchase requisition form and the book copy of the purchase order are annexed to the voucher accounting the payment and are referred to on the face of the voucher.

15. All purchases referred to in paragraphs 1.2 to 1.3 above read with paragraph (2) shall be entered in the inventory and fixed assets registers maintained under the relevant sections of this manual. The reference – number and date of the entry in these registers must be mentioned on all the documents relating to the purchase including the payment voucher. Purchases covered by paragraph 1.1 above shall be entered in the inventory register if the aggregate purchase value is likely to exceed or exceeds Rs. [\*] in an year. The payment voucher referred to in paragraph (12) above should also contain the reference of folio in the inventory/fixed assets register where the item is reflected.

16. In the case of consultancies, contracts should be entered into with the consultants in the form in annexure 1. It should be based on a terms of reference.

17. All invoices will be certified for satisfactory supply/services by the official concerned before payments are made.

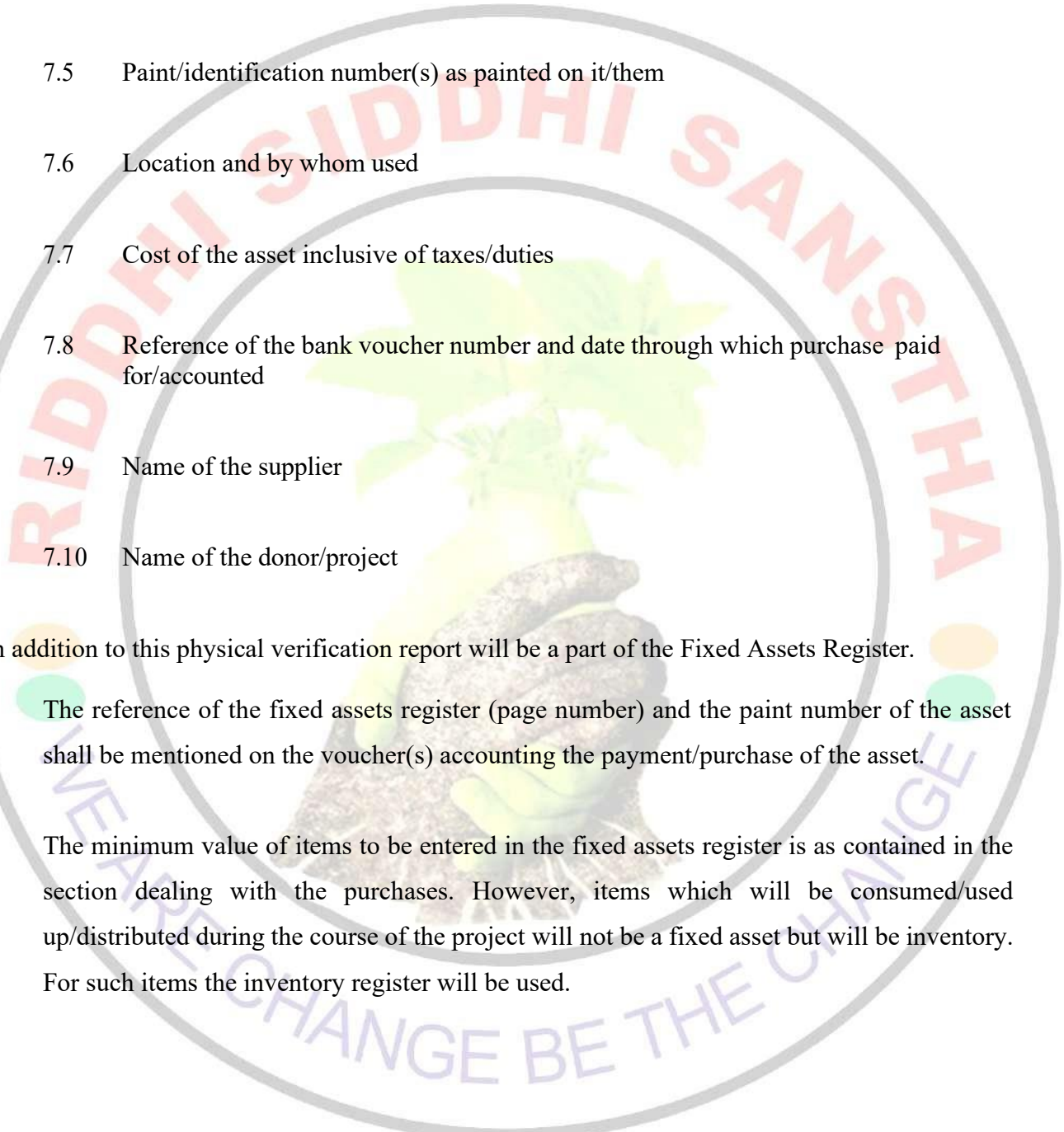


## O. EMPLOYEES

1. The employees shall be appointed through a contract or appointment order. In either case the recruitment and placement will be initiated and concluded by the central office only. No appointments shall be made at the project level by the project in charge.
2. Salaries shall be paid by crossed account payee cheques or by bank transfer only.
3. A separate file shall be maintained for each employee and the file shall contain the appointment letter/contract, leave applications, letters of increment, etc., in a chronological order.
4. For payment of salaries and related benefits, a columnar project wise salary register should be maintained every month financial year wise. The register will contain the name of the employee, position, salary broken up into various allowances, provident fund, leave, medical and other benefits eligible and availed of, deductions under various heads, net amount paid. The entries in the cash book and other subsidiaries shall be reconciled with the totals under various heads for all employees every month.
5. A master list of all employees shall be available in a register with the name, address, designation and dates of joining and exit. The register shall be updated for every change.

## **P. MANAGEMENT OF FIXED ASSETS**

1. The fixed assets will be purchased in the name of the organisation.
2. The purchase procedure to be followed is as listed under the ‘procedure for purchases’ section of this manual.
3. All purchases will be strictly of items provided for in the project document/budget only. Please refer paragraph (L) an accounting of assets acquired out of donor grants.
4. The fixed assets acquired will be accounted in the books of the purchaser and user and as a separate item (non recurring – capital costs) and should not be mixed up with any other (recurring) costs/account head/programme expenditure.
5. On receipt, the asset will immediately be paint numbered (alphanumerical) using a series of numbers which incorporates the funding source, the category of the asset (vehicle, furniture, office equipment), location and the number of the asset within the category.
6. The documents relating to the ownership of the asset (like registration certificates for vehicles) and the papers relating to the warranty will be kept in safe custody and the person responsible for this will be as contained/set out in the earlier sections of this manual.
7. A fixed assets register will be maintained at every location. The central office will have an updated list of assets as at the year end with respect to each location. The following details/characteristics must be available in the fixed assets register :
  - 7.1 Numbered pages
  - 7.2 Category under which the asset falls – vehicles, furniture, office equipment, land and building, etc.

- 
- 7.3 Name and description of the asset
  - 7.4 Number of pieces
  - 7.5 Paint/identification number(s) as painted on it/them
  - 7.6 Location and by whom used
  - 7.7 Cost of the asset inclusive of taxes/duties
  - 7.8 Reference of the bank voucher number and date through which purchase paid for/accounted
  - 7.9 Name of the supplier
  - 7.10 Name of the donor/project

In addition to this physical verification report will be a part of the Fixed Assets Register.

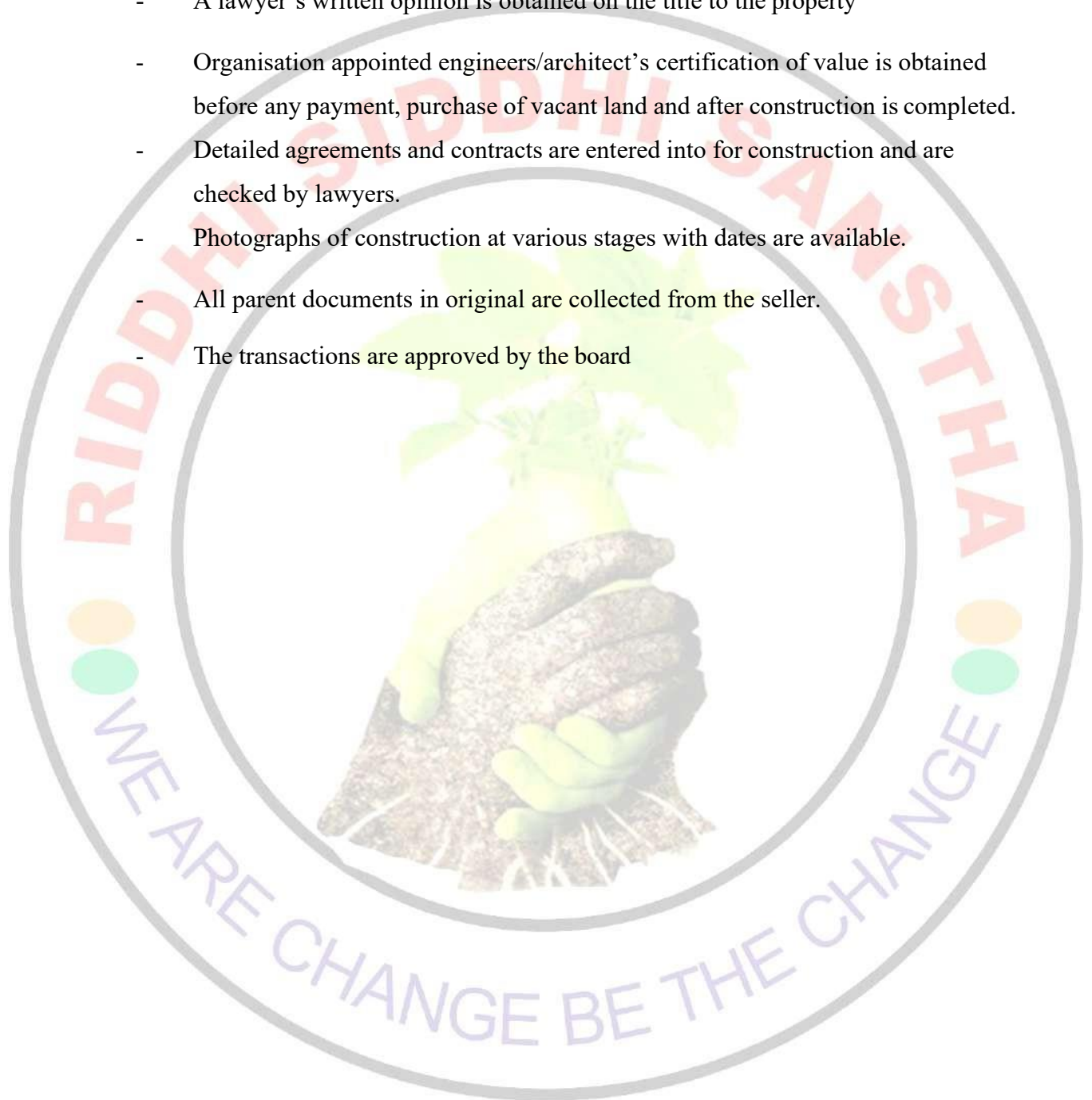
- 8. The reference of the fixed assets register (page number) and the paint number of the asset shall be mentioned on the voucher(s) accounting the payment/purchase of the asset.
- 9. The minimum value of items to be entered in the fixed assets register is as contained in the section dealing with the purchases. However, items which will be consumed/used up/distributed during the course of the project will not be a fixed asset but will be inventory. For such items the inventory register will be used.

10. Each asset will be entered on a separate page so that change of user/location, etc., can be noted. Every category of asset will be noted together in one section. Therefore, a section of the fixed assets register must be maintained for each category (vehicle, furniture, office equipment, land and building, etc.) and within each section/category one page for every individual item within that category.
11. The fixed assets register must be indexed using their paint number so that an asset can be easily found within it.
12. Charging of depreciation on assets will be as per the decision of the board.
13. On 31 March every year fixed assets physically available will be verified by accounting and administrative staff. This verification will be documented in the register by the person verifying by affixing his signature on the fixed assets register. On his so affixing his signature he vouches for all the particulars entered therein.
14. Assets which are no longer useful will be scrapped after being so decided by the **President**. The reference of this committee's decision will be mentioned in the fixed assets register and the item will then be removed from the register and from the balance sheet by a suitable journal entry.
15. Any disposal of assets will follow the procedure in paragraph (15) above.

16. For purchase and construction of immovable property in addition to following the procedure for purchases the **Committee of the Organization** and authorized signatory must ensure that

:

- A lawyer's written opinion is obtained on the title to the property
- Organisation appointed engineers/architect's certification of value is obtained before any payment, purchase of vacant land and after construction is completed.
- Detailed agreements and contracts are entered into for construction and are checked by lawyers.
- Photographs of construction at various stages with dates are available.
- All parent documents in original are collected from the seller.
- The transactions are approved by the board



## **Q. INVENTORY REGISTER**

1. This register will be maintained for purchase of items as per the section of this manual dealing with purchases and for items which are not fixed assets and which will get consumed/used up/distributed during the course of the project.
2. There may be different registers for different items – like stationery, books, food articles kitchen items, building construction material, etc. However, an authorised master list of registers and books maintained must be available at every location.
3. The basic details needed in an inventory register are :
  - 3.1 Preprint numbered pages
  - 3.2 Nature of item
  - 3.3 Location of the inventory
  - 3.4 Date of purchase
  - 3.5 Number of items purchased
  - 3.6 Date and number of items issued
  - 3.7 Issued to whom and authorization with signature of person receiving and person issuing .
  - 3.8 Balance available in number after every issue receipt/entry
  - 3.9 Reference to the purchase order.

## R. CONTROLS IN COMPUTERISED ACCOUNTING SOFTWARE PACKAGE

1. Entries should be permitted into the cash book, bank book and the journal register for any day only if the books of the previous day or the previous week (journal) as the case may be were printed.
2. The daily print outs must be punched in continuation serially from 1 April of every year to the 31 March following.
3. No insertion of entries must be allowed.
4. No corrections must be permitted to any entry once made. This is because all corrections must be accounted separately after preparing the appropriate vouchers and obtaining the necessary authorization's (as dealt with elsewhere in this manual).
5. Vouchers with the same number i.e. repetition of voucher numbers shall not be allowed.
6. If cash entries are made when there is no adequate cash balance the entry should be rejected.
7. The control features in the accounting software should not be alterable.

## **S. BUDGETS AND VARIANCE ANALYSIS**

1. The annual organizational budget will operate from 1 April every year.
2. The budget for the ensuing years will be sent to the head/central office by 30 January by all activists, field offices etc.,
3. Forms designed for the budgets by the head office and containing the head of account, activity, month of activity, budgeted expenditure etc., only will be used by all locations.
4. Every location component - that is every activist, field office etc., will be identified by a number with the numbers running consecutively so that all the components are included in the consolidated budget.
5. At the head office all the locational budgets (the head office will also be one such location) will be consolidated by 15 February every year to arrive at the annual budget for the coming financial year.
6. The consolidated budget will then be divided based on the donor funding the various activities to arrive at the donorwise annual budgets. Care should be taken to ensure that the entire budget is funded by donor(s).
7. The annual budgets (consolidated and components) must be approved by the board by the end of February or the beginning of March every year.
8. The yearly financial reports to be generated like the trial balance, receipts and payments account, income and expenditure account, balance sheet and donor/fund utilisation statements have been dealt with elsewhere.
9. The budget versus actual figures should be compared monthly and variance analysis (to be carried out quarterly) must contain remarks - reason, solutions and corrective steps by the authorised signatories after studying the issue – if the variance is more than 10%.

## T. OTHERS

### 1. Vehicle log book.

Log books should be maintained for each vehicle. The log book should specify the following:

- Date of travel
- Quantity of fuel filled, amount and the meter reading when filled.
- Repair and maintenance bills.
- Place visited and name of project
- Meter reading
- Name of person traveling
- Authorized signatory

At the time of reimbursement of a fuel bill, the entries in the log book should be verified.

### 2. Insurance

All staff and assets (movables, immovables, stocks, vehicles etc) of the organisation should be covered at the head office through a comprehensive insurance policy. The list of items and the values are to be updated for every addition/deletion. On an yearly basis the assets are to be revalued. Cash should be covered for balance held and that in transit.

**3. Investments.**

Investments should be in accordance with the provisions of the Income Tax Act. Investments should be handled centrally at the head office. An investment register is to be maintained with columns for name of investee, tenor, interest rate, maturity proceeds, distinctive numbers of documents, verification of original documents/interest and location of original receipts .

**4. Preservation and disposal of records.**

The general ledger and subsidiaries shall be preserved for a period of ten financial years, while the other accounting records shall be preserved for a period of eight financial years after the end of the relevant financial year. On expiry of the period aforesaid, the records shall be destroyed after obtaining an approval from the board. Once the destruction was made, board shall be informed by the list of records destroyed and the name of the authorised person who was present at the time of destruction.

**5. Back up**

In the case of computerised accounts, the necessary back up in External Hard Disk shall be maintained apart from the printouts. The back up shall be updated on a weekly / monthly basis as suitable to the organization.

**Financial powers for various expenses as approved by Board of [Name of the Organization] as on 1/April /2026**

**Annexure:**

S.No.	Approving Authority	Nature of Expenditure	Limit of Authority
1.	<b>President</b>	Immovable Assets	Board of Trustee
2.	<b>President</b>	Movable Assets and other programme expenses	Rs. _____ and above
3.	<b>President</b>	Movable Assets and other programme expenses	Upto _____ Rs. per transaction as per the programme budget approved