



**TINADA YOUTH
ORGANIZATION
(TIYO)**

**FINANCIAL AND PROCUREMENT
MANAGEMENT MANUAL**

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PREAMBLE

These general conditions of financial and procurement guide form an integral part of the operation and contract of employment with TINADA YOUTH ORGANIZATION (TIYO). They are subject to regular review and consequently subject to change. The changes do not necessitate the signing of a new contract, only if the changes concern specific policy and or procedure change, and may be in conflict with the original intent of the contract of employment may lead to a new version of the general conditions of employment.

This manual will therefore help spell out financial administrative issues and is intended:-

- 1) To avoid misunderstanding between staff and management.
- 2) To create and maintain smooth and good management of finance in the organization.
- 3) To protect and safeguard all the assets of the organization.

While upholding these policies and procedures one is at liberty to contribute through the right channels that which would help to improve the welfare of staff and the organisation financial management.

Finally, we recognise that no document can substitute for the attitudes, decisions and actions that make up the fabric of our life and work. Values cannot be legislated; they must be lived.

Approved By:



Board Chair

Date:5/5/2017

CHAPTER 1.0 FINANCIAL ADMINISTRATION

1.1 Internal control environment

The purchase of goods and services is necessary for the smooth operation of the organization. The aim of the internal control system for the supplying of goods and services is to ensure orders are handled by individuals having skills in evaluating what purchases are required from suppliers offering the best deals, to ensure purchases made do not exceed the budget provided and to ensure purchased goods and services conform with the quantity and price specified in the order.

Tinada's internal control structure provides a system of internal checks and balances. It has been established specifically to reduce the potential misuse of the organization's assets or mis-statement of account balances and, in general, to control costs.

Tinada's Executive Director (CED) is responsible for the day-to-day management of the office. In addition to the ED, the core staff (directly relevant to this internal control system) employed at Tinada includes the following positions:

- Program Coordinator
- Finance and Administration Officer (FAO)
- Project Officers (PO)
- Secretary
- Volunteers

The FAO's principal role is to maintain all accounting records. As the principal record keeper, this individual will have physical access to cash or other moveable assets, e.g. inventory. The FAO also must manage the internal control environment under direct supervision by the ED.

1.1.1 Roles and Responsibilities of the Finance Department

The goal of the unit is to implement the highest standards of Financial Management throughout the Organization in support of TINADA's Mission and Programmes.

The key role includes:

- To provide leadership in financial and procurement management to all units in the Organization.
- To develop and review policies and guidelines on finance and procurement related operations.
- To provide financial and procurement services and reporting at management level;
- To ensure that there are adequate systems, software and standards to help support the unit achieves its objective effectively and efficiently.
- Treasury and asset Management – related to TINADA.
- Maintenance of financial and procurement information data base.
- Ensure accurate and realistic budgets at all levels (proposal, annual Budgets).
- Management of logistics and supplies within the office.
- Compliance with legal, statutory and national/international accounting requirements;
- Payroll Management.

1.1.2 Maintaining financial records

The FAO will maintain all financial records and files in accordance with TINADA Foundation procedures as outlined here and as directed by policy and procedural statements.

The FAO will prepare monthly reports that will be sent for review and approval by the PC. Financial records shall be filed separately and maintained in a secure location with limited staff access. The FAO will maintain

all personnel files and other project-related files. Through a request to the FAO other staff members will have access to project files. However original or other critical documents will not be permitted to leave Tinada's office. If an employee, partner, auditor or such other authorized person requests to remove a document from the file room, the FAO will ensure that they sign an acknowledgement detailing the documents received and again their return registered. Since all official correspondence will be channeled through the FAO he or she will be able to ensure that all records are up-to-date and complete.

1.1.3 Correspondences

The FAO will control and direct all incoming and outgoing official financial correspondence. All incoming correspondence will be dated stamped as received and forwarded to the appropriate individual. Similarly, all outgoing correspondence must be channeled through the FAO.

A mail register should be maintained at the front office to record all incoming and out-going mail. All correspondence and inquiries are received by the front office and stamped indicating date it is received, logged in and then distributed to the respective recipients who must also acknowledge receipt of the mail

1.2 Purchasing Procedures

1.2.1 Obtaining purchasing Authorization

Employees making purchases as part of the project activity or organizational work shall follow these mechanisms:

- i. Requisition form – the staff requesting a purchase fills this form, has it approved by the Procurement Committee and sends it to finance division.
- ii. Order form – the finance division issues the order form, after it is signed by the Procurement Committee. The concerned employee or the finance division will make the purchase successful on the basis of the order form.
- iii. Delivery slip – After the purchase has been made, a delivery slip will be issued by the finance division for the supplier, who will sign it and give it back to the finance division.

1.2.2 Large Transactions

Large cash transactions exceeding the petty cash limits shall be made by cheque in favor of the vendor and shall follow the procedures laid down for cheque payments.

1.2.3 Petty cash purchases

A petty cash fund of KSH 10,000 is kept to cover payments not exceeding KSH 10,000. The Office Administrator will handle this account and is to be liquidated at least every two weeks. The Project Implementation Committee and finance department will ensure proper handling of petty cash fund through supervise checks from time to time.

1.3 Cash Disbursement

All payments in the organization will be made either by cheque or cash. The following internal control procedures for disbursing payments are to be followed by all personnel. These procedures are directions that will aid in accomplishing the control objectives described in this chapter. While not all-inclusive, the following is a general guide:

- Payments shall be made in three main forms, namely by **cash** for transactions below KES 3,000/=; by **cheque** for transactions exceeding KES. 10,000 and also '**in kind**' where necessity demands.
- Payments will be made daily or weekly for casual workers/ volunteers as well as office and other miscellaneous expenses
- Payments will be made monthly for other bigger expenses such as staff salaries and high expense invoices
- Contractual terms will be considered for regular and routine purchases such as water purchases where applicable.
- Monthly payments will be made within 30 days and shall be made latest by 5th of the ensuing month, funds allowing
- Exceptions to this clause shall only be made by authorization from the Executive Director.

1.3.1 Invoice processing

The following documents, duly approved, must be submitted to the ED for processing:

- I. Payment request form
- II. LPO and Invoice
- III. Quotation and bid analysis
- IV. Participants' List (in case of Workshop Venue Invoice)

The FAO will counter check that all above details have been attached and have the correct information before processing the payments. Payment vouchers will be generated and attached to the supporting documents, signed and sent to the Finance Manager for approval.

1.3.2 Payment for contractual services

Payment for contractual services is done through cheque disbursements. The schedule of payment depends on the Terms of Reference (TOR) agreed upon by the personnel concerned and TINADA. Payments are covered by a Request for Payment Form prepared by the FAO and approved by the Project Coordinator.

1.3.3 Payment Approvals

- A payment voucher system shall be adopted.
- All payment vouchers shall be duly checked and authorized. Authorization and approval will be done by the director and the chairperson of the Governing Council for amounts above KES 200,000.
- All payment vouchers shall be accompanied by supporting documents when being checked and approved when seeking authorization.
- Authorized / approved vouchers shall accompany the raised cheque or payment requisitions.
- The authorization process shall take no more than one week.

Then the FAO will write cheques which will be forwarded to the ED for approval.

1.3.4 Accounts Payable Review

The FAO will review the accounts payable monthly for debits and old invoices. They will investigate old unpaid invoices and compare them with vendor statements. As much as possible, it is recommended that there should be no unpaid or unrecorded invoices at the end of the month.

All checks must be signed by the at least two signatories.

Authorised Signatures

- ❖ The chairperson for the GC, the chairperson of the procurement committee and the Executive Director will be the legitimate signatories of Tinada, unless otherwise.
- ❖ The Signing Instructions for TINADA bank accounts shall be 'any two signatories'.
- ❖ The Finance Officer shall keep TINADA cheque books.
- ❖ No signatory shall sign the TINADA cheque book in advance.
- ❖ In cases of cash withdrawal, the recipient of the cash e.g. Finance & Admin Officer must sign acknowledging receipt of full payment as per the transaction.
- ❖ Signatories are not allowed to raise any cheques for paying themselves

1.3.5 Cash Cheques

The FAO will ensure that cheques are distributed as quickly as possible after they have been signed to reduce the risk of loss or theft. It is the responsibility of the secretary to ensure that vendors are notified immediately their payments are ready and that they sign the cheque register upon collection of their cheques.

Tinada Youth Organization Policies will allow cash cheques to be written for travel advances, petty cash replenishments, and support staff payments and for staff expense reimbursements. In such cases, the FAO will ensure that the cheque is written in favor of the authorized TIYO Agent. Bank agents will be approved by the ED and letters will be issued to the bank giving authority to that agent to cash cheques on behalf of TIYO. All cash will then be placed in the safe for safe keeping until collected. An email notification will be sent to the respective staff for them to collect their cash. On collection, each staff should ensure they count the cash before leaving the finance office and sign for the amount collected on the Payment Voucher.

1.3.6 Cheques Storage

The FAO should make sure that only authorized and recorded cheques are written. Cheques stock should be protected against loss and theft by:

- Securing cheque stock, including stock not currently used, under lock and key by ED. Any blank stock taken to prepare cheques should not be kept within sight.
- Recording all cheques used. The FAO will log all cheques taken from the checkbook stock, including those that are damaged and voided.
- Securing any written but unissued cheques. If it is necessary to withhold written cheques from issuance, the FAO will lock up the cheques until the time of collection.

1.4 Bank reconciliations

Bank reconciliations for each account will be prepared monthly by the FAO. Bank reconciliations should be done by the 10th of every month. It is the responsibility of the FAO to ensure that bank reconciliations are done every month on a timely basis. Stale cheques should be reversed on a regular basis and follow-ups done on outstanding items.

For a proper control and check, reconciliation statements will be reviewed and signed by the Director but will be prepared by the Finance & Admin Officer. This shall mitigate the risk of errors on the bank reconciliation statement passing undetected.

1.5 Book Keeping and Recording

The recording system of TINADA financial transactions allows monitoring bank balances, status of funds receipts and expenditures, and a comparative statement of budget vs. actual expenditure on a regular basis. TINADA will maintain records of fixed assets, petty cash disbursements, supplies, inventory, the use and maintenance of office equipment.

Invoices will be filed together with payment voucher and attached support documents so they can be easily located. Documentation should be filed chronologically according to the cheque number. Filing should be done as soon as documentation is approved for easy retrieval and to avoid losing documents. Separate files will be maintained for Bank Reconciliations, deposits transfers, bank communication, Invoices to donors and partners. Financial documents should be maintained for 7 years for revenue and expenditures.

1.5.1 Recording of payments and refunds

- a) All payments MUST be according to the donor requirements and guidelines.
- b) Expenditure should only be recorded for actual expenses incurred. When there is need to advance cash, TINADA management shall advance this cash through a cash requisition form or an imprest warrant, which should be recorded as expenditure once the advance has been fully accounted for.
- c) A record of staff holding imprest at a particular moment should be maintained and all transactions should be posted to the cashbook immediately after they happen. To facilitate this, the following documents should be used;
 - i. *Imprest requisition form*
 - ii. *Imprest surrender/claim form – liquidation form*
- d) Funds advanced to TINADA staff will be accounted for within a 7 working days after completion of the activities. Any excess amounts thereof shall be re-banked immediately.

1.6. Financial reporting

TIYO finance office will be charged with the responsibility of internal and external reporting to program staff, donors and partners. The FAO will prepare quarterly and monthly reports and the ED will review them. The ED will then approve all reports before they go out to donors and partners. All reporting will be done according to donor requirements. Internal reports should be prepared and sent to staff by the 10th of every month.

The following sets of financial reports will be prepared by TINADA:

A. Quarterly financial reports will be prepared for review by each individual FAO of TINADA specific projects as well as of its core activities. This quarterly report will be reviewed by the PC. Financial reports to donors and relevant agencies will be submitted as prescribed in the agreement between donors and TINADA.

B. Annual Balance Sheet and Statement of Income and Expenditures will prepared for each fiscal year.

1.7 Payroll Processing

1.7.1 Payment Calendar

Staff salaries are paid within 5 days before the completion of the month. Individual cheques are to be issued to the employee concerned. Unless otherwise the donor funds delays, the PC shall communicate confirming the same.

1.7.2 Staff payroll

Staff payroll (salary sheet) is prepared by the FAO as the basis of payment. The staff payroll contains information on the employees' basic salary for the month, allowances if any, deductions and net salary payable. The staff payroll is checked by the Treasurer and/or Secretary/Director and approved for payment by the PIC.

1.7.3 Advance Pay

TINADA employees may take advance payment of up to 2 months (after completion of 3 months probation), if urgently required. The advance must be returned or reimbursed before the end of that particular fiscal year.

For travel purposes, TINADA employees shall be given cash advances for expenses covered on official trips. Request for cash advances is prepared by the personnel concerned, recommended by the FAO and is approved by the PC. All cash advances for travel are to be liquidated within 7 working days following the completion of the trip.

1.7.4 Tax Deduction at Source

TINADA will deduct tax at source where applicable as per Government rules.

1.8 Budgets

The finance office will prepare TINADA Foundation budgets. Annual budgets will be prepared for planning purposes at the beginning of every year. Annual budgets will be used as the basis of allocating office utilities and office running costs.

All income earned by TINADA or representatives of the Organization shall be first and foremost treated as an income to the organization and shall be duly received and recorded in the organization's financial records, first before any disbursements thereof are considered and made. Such income shall include, but not limited to, donations, gifts, presents, rewards, token payments during performances, grants, etc.

Donor budgets will be prepared according to donor requirements and donor templates will be used.

1.8.1 Management of Donor Accounts

- a) There shall be a separate bank account for each donor
- b) Financial reporting shall be done according to specific donor requirements
- c) Payments exceeding KES 10,000/= shall be made by cheque
- d) There shall be valid receipts for any expense incurred or payments made
- e) Payments shall be made following laid down approval procedures
- f) Accounts must all times show proof of the existence of transfers from the Donor Accounts and also the unused portions.
- g) A list of inventories financed by the grant or fund (if any) be made
- h) Grants must be spent solely on the objectives specified in the agreement and must be appropriately accounted for.
- i) Accounts shall be kept in accordance with normally accepted accounting rules and regulations, and in accordance with the international standards requirements.
- j) *Disbursements* - Organization shall forward a receipt to the Donor within a month of receiving any grant transfer. This also applies to grants given 'in kind' (e.g. materials, equipment etc)
- k) *Accrued interest* - accrued interest from an interest-bearing account is not the property of a project. Any and all such accrued interest must be repaid in full to the Donor upon handing in of final report.

1.9 Fixed Assets

A Fixed Asset Register must be maintained for the following key items:

- Land and Buildings (if owned)
- Vehicles
- Equipment
- Furniture and Fittings

All assets must be numbered and a Fixed Assets Register maintained. The fixed assets register must be updated every six months. Each asset must have an individual asset card containing the following information:

- Description
- Code number
- Location
- Cost
- Date of purchase
- Status

The ED will also ensure that title documents for vehicles are also maintained in a safe location, preferably in a safe deposit box off-site.

An updated fixed assets and inventories listing shall always be kept by the FAO of the Organization. All fixed assets shall be tagged with a unique number and such a number shall be indicated on the fixed asset register. The fixed asset register shall also indicate the physical location of the asset referenced.

NOTE: Updates in the asset register shall be mandatory within the 1st month of the purchase or acquisition of the fixed asset.

1.10 Audits

The TIYO financial year runs for a 12months period beginning January to December. The FAO will organize for annual audits to be done promptly after year-end. Books of Accounts of TINADA will be audited annually by an independent auditor appointed by the Organization. TINADA may hire internal auditor in order to streamline its accounting systems and procedures. Audit reports should be shared by the finance and program staff

1) Book of Accounts

The following Books of Accounts shall be kept by TINADA.

- a) Ledgers or daily transaction books
- b) Cheque book register
- c) Bank reconciliation book
- d) Cash analysis book
- e) Assets register
- f) Bank Statements
- g) Imprest request and surrender forms
- h) Petty cash vouchers/ receipts/ books
- i) Sales book for income generating activities/ projects including Loaning tracking log.

1.11 Taxation

All taxation requirements as demanded by the Law shall be complied with. It shall be mandatory that PIN Numbers of consultants rendering services to us be obtained in advance of making payments to them to enable Organization make relevant Tax Returns to KRA

Statutory Returns

All statutory returns shall be mandatory and shall be submitted as per the Law. A schedule on Returns that must be strictly followed is given here below.

Nature of deduction	Date for submission
NHIF	9 th of the Ensuing Month
NSSF	15 th of the ensuing month
PAYE	9 th of the ensuing month
WHT 5%	20 th of ensuing month

The FAO shall ensure that all statutory deductions are remitted on a timely manner to mitigate the risk of penalties being levied on the Organization. The FAO who is responsible for these returns but negligently fail to file them in time shall be liable for deduction from their salaries any amounts chargeable in penalties by the relevant Authorities.

CHAPTER 2.0 PROCUREMENT MANAGEMENT

Procurement will include the purchases of all fixed assets, as well as expendable items including office supplies, services for consultancies, office and vehicle maintenance / repairs etc. All procurements should state clearly the goals / specifications for the purchase completed by the requisitioned the item or service (this will be filled in the form of a purchase requisition form with additional technical specifications and/or drawings as may be necessary attached thereto).

Thresholds for choice of procurement method

Total Value Of Goods or Services (other than Small petty cash expenses)	
Up to KES 50,000	Three quotes
Above KES 50,000	Local Open Tender

NB: Where donor regulations have stricter thresholds then donor regulations shall prevail.

2.1 Specific Policy Governing Procurement

2.1.1 Tendering and procurement committee

Tinada will have an objective tendering and procurement process guided by basic rules of integrity. Members (not more than 7) participating in the process will be required to disqualify themselves from any decision-making process where they have vested interest. Any violation of this rule of thumb will result in a member and their preferred vendor being disqualified from the process.

2.2 Tendering Process

The Tendering and Procurement team will conduct an open tendering process annually to pre-qualify suppliers.

2.2.1 Competitive Bidding

Tinada will apply competitive bidding within all procurement undertaking. Tinada's procurement threshold has been set at KES 50,000.00. Competition is therefore required for the procurement of goods/ services with amounts above KES 50,000.00 except in cases where the quote appears unreasonable. It is un-acceptable practice however to split an order into two or more orders in order to avoid competition.

Exceptions to competition are:

- Where the price of an item is KES. 50,000 and below
- Where prices are fixed by regulatory bodies (the case for fuel)
- Where there is standardization of supplies, equipment or spare parts hence rendering competition impractical (e.g. Toner Cartridges for a particular photocopier machine)
- Where the proposed contract relates to procurements from a sole source of supply for goods or services (e.g. sole authorized supplier / manufacturer)

2.2.2 Special Categories of Services and Products

For special categories (service/product that is not provided for in the existing database), Tinada will issue a special tender and follow the prescribed tendering process. Technical advice will be sought as and when the need arises in reviewing the bids submitted. Examples of such categories include but are not limited to construction, drilling services, etc.

2.3 Responsibilities and Decision Making

The procurement of fixed assets may only proceed after proper authorization as per the limits of authority schedule and on the strength of the duly authorized Local Purchase Order. The Finance Department, in liaison with the ED and the program coordinator where applicable, has the responsibility for the procurement of goods and services necessary to support efficient operations of the Tinada.

2.3.1 Responsibilities of Finance Department/the Secretary

- Act as the principal contact between suppliers and the Tinada office
- Make the final determination of supply source, price and delivery schedule, in conjunction with other units when appropriate
- Maintain an up-to-date Vendors Database
- Solicit quotations from the Vendors listed in the Database, ensuring equal opportunity for suppliers to make price and specification quotations. If it is found necessary to solicit quotations beyond the database, the ED and or the FAO must approve
- Supply goods and services required to support operations in a timely manner, of adequate quality and quantity and at the best price or value for money

2.3.2 General Procurement Procedures

Procurements will be conducted under the following general principles:

- A clear and accurate description of the technical requirements for the material, product or service to be procured.
- Requirements which the bidder must fulfill all other factors to be used in evaluating bids or proposals.
- Preference, to the extent practical and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient
- In the event that the goods/equipment is not available locally, sourcing can be done overseas and where necessary a request to

2.3.3 Procurement Steps

The following steps will be followed during the procurement of goods and services:

- Identify the need for procurement
- Ensure early planning for procurement, delivery time must take into account the lead time required by the finance department to follow the established procurement procedures and still meet the delivery deadline.
- If item is not in the budget but is needed, responsible/authorizing officer will determine whether item can be financed from available funding before approval
- Forward an approved procurement request to the finance department for processing

- Finance department will then obtain quotations from the current Pre-qualified Vendors
- Once quotations are received, a bid analysis recommending the preferred vendor is prepared by the FAO for approval by the ED where applicable.
- The FAO then prepares the Local Purchase Order seeking all required approvals at all levels.
- The duly signed LPO is sent to the vendor as a commitment prior to delivery of goods and services and a copy is retained by the procurement office
- Once goods are delivered they are inspected by the FAO and verified against both the LPO and delivery note, and receipt of goods is acknowledged
- Goods are then handed over to staff who requested and a signature is obtained where applicable.

2.3.4 Fixed Asset Register

Fixed Assets are defined as any non-expendable equipment of a value greater than KES 10,000

- All fixed assets will be inventoried, labeled and registered in a Fixed Asset Register by the FAO immediately after delivery and acceptance. Items under the threshold of KES 10,000 may not be recorded in the assets register but will be registered under a non-capitalized assets listing
- Accounting records maintained will include information on asset name, location, name of supplier, funded source, appropriate funded source number (where applicable), date acquired, original cost, condition, additional cost and any other relevant details (e.g. serial numbers).
- Inventory of fixed assets should be taken annually, preferably at the end of the fiscal year and an audit report must be filed by the FAO. The Finance Department should perform periodic spot checks of inventory at least quarterly
- Adequate insurance coverage should be arranged for all fixed assets.
- Fixed assets should not be taken out of the office without prior authorization.
- The assets registers should be updated for any acquisitions or disposals as they occur. The register is maintained by the finance department.

2.3.5 Assets disposition

Tinada will endeavor to dispose of its assets in a manner that is ethical, equitable and efficient, and where practicable maximizes the financial return to the organization. The various donor assets disposition policy requirements shall continue to apply. Specifically, for assets whose ownership have transferred to Tinada at the end of project cycle and have reached their end of life, Tinada will have the mandate to dispose of the same governed by the established disposition policy. Tinada shall regard the following as appropriate methods for assets disposition:

- Invite competitive offers through written quotations or open tenders, first preference given to staff
- Donating to charitable organizations and or market hosts and partners we support where the goods are needed with the approval of Governing Council
- Trading in with vendors for upgraded units
- The ED will be responsible for initiating the disposition process. They will be required to justify the decision that the asset is no longer needed in their operation or is in a condition that is no longer capable of providing a benefit to their operation
- The ED will review and approve all non-computer-related dispositions in coordination with the finance department. Considerations to be made will include evidence of authority to dispose of the asset e.g. (donor's assets disposition memo).
- The finance department will provide necessary determination on the depreciation, pricing as well as receipt of money from disposed assets
- Hazardous goods must be disposed of in a manner that safeguards against environmental risks and adequately addresses health and safety issues.

2.4 Code of Conduct and Business Ethics

Tinada's employees will at all times conduct all procurement transactions professionally and ensure they maintain high ethical standards. Employees are prohibited from using the power of their office or internal business knowledge for personal gain. While conducting business on behalf of the organization, the staff will proceed with caution and good judgment, and maintain high standards of integrity