



Reporting Directives

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EXPLANATORY NOTES ON THE REPORTING DIRECTIVES

Insight into progress in project and program implementation increases the chances of success. Project and program reports are therefore an important means for our partners as well as for Cordaid to assess project-program progress. Where necessary, corrective measures can be taken in time. The information contained in reports and how these are related to the approved proposal are extremely important.

Uniformity and clarity can contribute to increasing reporting quality. Cordaid has therefore drawn up *Directives for narrative and financial reporting* which include an *audit protocol* for external accountants. The reporting directives are in line with the *Project Application Directives* which have been drawn up for new applications.

These directives outline a lay-out for project reporting. It is important that the lay-out and information in your reporting relates to the original application. These directives also include the Terms of Reference for the external accountant. When appointing the external accountant, you can give him/her a copy of this directive.

The scope of your reporting should be proportional to the (financial) scope of the project-program. In general, concise reports are to be recommended. The frequency of reporting is indicated in the contract with Cordaid. Narrative and financial report should cover the same period and be submitted together.

In the reporting procedure, a number of terms are used which are explained below:

Inputs: means/resources (goods, services, staff, funds) needed to implement activities.

Activities: actions which lead to an output.

Output: direct result of the activities implemented by partners (school is built, medicines are distributed, loans are provided, number of training / workshops given to beneficiaries or to grassroots associations, number of organisations working together on lobby initiatives, etc.)

Outcome: concrete result of the output (longer term) related to changes that occurred at the level of the beneficiaries (number of girls attending school, number of children vaccinated, change in behaviour, increased capacities at beneficiary level, increased capacities at grassroots / local organisation level, etc.)

Impact: the achievement of the objectives in the longer term (such as an improved standard of living, greater independence, greater access to social circuits, positive changes in laws, beliefs and practices, etc.). Naturally, other interventions undertaken by other actors (other donors, other NGO's, government agencies, etc.) may also influence the outcome and the impact of your project/program. Do not forget to mention these other interventions as well as two other important elements:

- the sustainability of all interventions geared towards the target group;
- the carry-over effect on other sectors/target groups or the significance in a wider context.

Capacity building efforts: at the organisation level, i.e., the nature of efforts or trajectories that have been undertaken by the partner to enhance its capacities¹. Link your capacity building trajectories to the organisational scan (if already provided).

Indicators: are standards against which to measure, assess or show progress towards the achievement of expected results (number of birth deliveries supervised by trained personnel, number of lobby activities implemented to change regulations, etc.). Indicators presuppose that project-program objectives are clear.

Outreach: description and number of beneficiaries targeted who benefit from the program (for example, 25.000 women and girls from x communities or 45 community organisations involved in the reproductive health sector, representing 25.000 women).

Beneficiaries: A distinction should be made between direct and indirect beneficiaries. Direct beneficiaries participate in the implemented activities or receive / use services offered by the NGO directly supported by Cordaid while indirect beneficiaries refers to the beneficiaries (such as family members, neighbours, etc.) who also experience, in an indirect way, an improvement in their living conditions as a result of the intervention. A distinction should also be made between male and female beneficiaries.

¹ Capacity building efforts at beneficiary level are supposed to be part of the outcome of the program
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A. REPORTING LAY-OUT

1. Basic data

- 1.1. Project title and number
- 1.2. Name organisation
- 1.3. Name contract holder
- 1.4. Project starting date
- 1.5. Reporting period
- 1.6. Final Report (if applicable): include a paragraph on lessons learnt, evaluation carried out, while looking at achievements upon completion of the project-program.

2. Summary

- | | |
|--------------------|---|
| 2.1. Paragraph 1 | Basic data |
| 2.2. Paragraph 4 | Objectives & targetgroup (for period covered by report) |
| 2.3. Paragraph 5 | Activities |
| 2.4. Paragraph 6 | Output. Please provide quantifiable information. |
| 2.5. Paragraph 7.2 | Challenges/Highs and lows |
| 2.6. Paragraph 9 | Human interest story(-ies) |
| 2.7. Paragraph 10 | Forecast |

3. Context

A short up-to-date report should be given here on changes in the context during project implementation.

- 3.1. Position/policy of the government, presence in intervention area, relationship with other stakeholders;
 - 3.1.1.
- 3.2. Area and sector: relevant developments in this respect which fall outside the project intervention;
- 3.3. How did your organisation deal with risks encountered? How were risks managed or alleviated?
- 3.4. Make an analysis of the power relations in the region where you operate, how they evolved since the beginning of the project, and how this change is related to your interventions

4. Objectives (for period covered by report)

- 4.1. Report on level of achievement of objectives in the period covered by the report.
- 4.2. Any changes agreed with Cordaid in the intervening period.

5. Activities

- 5.1. Report on the activities carried out as compared to the activities planned at the outset for the total project period and for the reporting period in question.
- 5.2. Mention outreach, with an emphasis on men/women ratios.

5.3. Any changes agreed with Cordaid in the intervening period.

6. Output

6.1. Report on delivered output. Provide quantifiable information.

6.2. Mention if adjustments are necessary

6.3. Mention outreach, with an emphasis on men/women ratios.

7. Outcome

7.1 Report on the achieved outcome, or the extent to which outcome will be achieved during the remaining of the project. Use indicators already identified in project proposal.

7.2 Mention if adjustments are necessary and mention possible challenges.

What has been a highlight and why?

What was a negative point and what is being done to improve it?

7.3 Mention outreach, with an emphasis on men/women ratios.

7.4 If relevant, describe as much as possible the outcome of the capacity building activities at the level of a) beneficiaries b) communities c) civil society in general. Show examples.

8. Organisation

8.1 General

Report on new and relevant organisational aspects in so far as this does not involve an activity mentioned separately under 3.

The following might for example be mentioned:

- development of and changes in the organisation;
- management aspects: the internal and external operation of (sections) of the organisation;
- staff changes;
- co-operation, networking;
- formal aspects such as statutes, legal status and the like.

8.2 Capacity building at organisation level

Describe the realised capacity building activities related to your organisation. Describe the what (which capacity building efforts, at what level of the organisation, who benefited) as well as the how (which strategies have been used, i.e. training, workshop, exchange programs, etc.). Describe the results of the capacity building efforts undertaken and relate those to where you stand now as an organisation. Refer to the indicators you mentioned in the application.

Describe how the organisation has been better able to execute its programs.

Ensure the information is quantitative (number of staff, number of trainings, number of workshops), descriptive (what was tackled, content of training) as well as qualitative (what change occurred, what was the impact). Please refer to the follow up document where the agreements regarding the capacity building efforts are mentioned.

9. Human Interest stories

- 9.1 What was the contribution of the project for the target Group?
- 9.2 Quote and personal thanks from a beneficiary and / or partner
- 9.3 Photos of the project and beneficiaries (in high-resolution)
- 9.4 Website (if applicable)
- 9.5 Newsletter (if applicable)

10. Forecast

- 10.1 Forecast, planning for the next (reporting) period. Compared with the original proposal, do adjustments need to be made, and if yes, what are the implications for the activity plan and budget. Attach financial projection (including cash flow forecast and request for transfer of funds). Motivate any deviation.

B. CORDAID DIRECTIVES FOR FINANCIAL REPORTS

(NB. these directives apply mainly to funding in the form of grants. For loans and guarantees, additional directives apply).

1. Cordaid assumes:

- That counterparts have organised themselves in terms of systems and procedures for planning and administration of activities and resources.
- That counterparts periodically record the resulting information in the form of internal reports and analyse these for necessary adjustments.
- That this information is also sufficient for external reporting to Cordaid.

This means that Cordaid, in principle, does not use compulsory formats for preparing financial reports, but, as far as possible, attempts to harmonise with the information available from the counterpart's systems. In certain cases, Cordaid may well provide strict reporting instructions, for example when this is necessary in order to comply with the specific requirements of our funder. This applies to funding contracts from the Emergency Aid and Rehabilitation Department, (for example) or for any contract funded by one of Cordaid back donors (European Union, United Nations, etc.).

2. Why do you report?

- To inform Cordaid about the progress of the funding for monitoring purposes;
- To account for how the funding is used;
- Basis for the following transfer.

3. What do you report about?

- The scope of the reporting is laid down in the funding contract (approved budget with funding plan). This may cover the entire organisation, a programme with various funders or a specific project.
- Reporting is necessary for all contributions as foreseen in the approved budget and the funding plan - therefore including local contributions.
 - Financial contributions are accounted for in financial overviews.
 - Contributions in kind are mentioned separately and, where possible, quantified.
- Review of what has been achieved and a look ahead to plans for the future.

4. When do you report?

- Cordaid uses various reporting cycles.
- Each funding contract indicates clearly whether reporting is required annually, every six months or otherwise (see Clause 7 of the contract) Please note: all Narrative and Financial reports must be submitted to CORDAID within **three (3) months** after the in contract mentioned reporting periods and if CORDAID requires an Auditor's report incl. the Managementletter, this should be submitted to CORDAID within **six (6) months** after completion of the project/programme or fiscal year. See also section 6, Chapter E 'Directives for external auditing'
- It is important to report on time, to ensure that the following transfer is received on time.

5. What do you report?

- Expenditure overview with actual expenditures against the approved budget, in the reporting period and cumulatively.
- Liquidity overview identifying the balance of available resources (balance at beginning of period, income, expenditure and balance at end of period).
- Planning for the coming period based on the working budget.
- Short commentary with analysis of the most significant deviations in expenditure overview and planning.
- Financial reports should always be accompanied by narrative reports.

6. How do you report?

- As far as possible, using the organisation's own format. The templates included in the annex can also be used.

- The reports must be prepared so that they refer to the approved budget, to allow comparison.
- As clearly as possible, to facilitate processing of reports and follow-up payments by Cordaid.
- The reports must be consistent and follow on from previous reports.
- Provide a brief explanation of the figures presented, to allow them to be more easily understood. Relate budget expenditure to realisation of objectives and activities.
- Please note: Cordaid only accepts **original** (hardcopy) auditor's reports, no scanned or copied versions are accepted.

C. DEFINITIONS: WHAT DOES CORDAID UNDERSTAND BY:

- **Project number:** reference number used by Cordaid for both the physical file with all information and documents, and for the automated system into which all important data are registered, and which prepares the transfers.
Cordaid deals with many grants, so it is important to **mention this project number in all correspondence, reports** etc., to allow a speedy response.
- **Contract:** funding contract signed by the counterpart organisation and Cordaid, which includes a number of clauses of general application, as well as specific clauses or agreements which apply to the funding in question. In order to make any follow-up payments, Cordaid need to receive the **original** hardcopy signed contract, therefor copies, scanned or faxed versions of the signed contract are not acceptable.
- **Budget:** funding budget as approved in the terms of the contract and included in the contract, or as subsequently adapted, by means of an adapted budget agreed with Cordaid.
- **Funding plan:** part of the funding contract in which there is a clear indication of which part of the funding is covered by Cordaid and which part is covered by other external funders (other donors) or originates from local funding sources (local governments, target group, organisation etc.).
- **Progress report:** interim report covering a part of the funding period such as a semester or a year.
- **Final report:** summary report covering the entire funding period.
- **Reporting period:** period covered by the report.
- **Expenditures:** use of financial resources. Recording of expenditures in accounting can be done on cash or transaction basis (the international norm is transaction basis).
- **Cash basis:** accounting principle whereby income and expenditures are recorded at the time of receipt or payment by cash or via the bank. Does not comply with internationally accepted accounting norms as it does not give a full picture of the organisation's financial position.
- **Transaction basis:** accounting principle whereby income and expenditures are recorded at the time that they arise, independently of the time of receipt or payment. Complies with internationally accepted accounting norms. Gives a complete picture of the organisation's financial position, as it also records claims and obligations, as well as costs which do not entail any actual expense (for example depreciation costs). Cordaid endorses the internationally recognised norms and is an advocate of administration on transaction basis.
- **Cumulative expenditures:** total realised expenditures from the beginning of the contract period and including the reporting period.
- **Overspending:** expenditure which is higher than that foreseen in the approved budget (NB: this is the contract budget or the adapted and approved working budget!)
- **Underspending:** expenditure which is lower than that foreseen in the approved budget (NB: see note under "overspending").
- **Currency type:** this can be the local currency of the country in question, or a foreign currency, such as the American dollar or the Euro, as a more stable currency. Within an organisation, different currency types may be used, depending on the situation.
For the reports it is important to use in principle the same currency type as in the approved budget, in order to make comparison possible.
- **Exchanges:** exchange from one currency to another.
Relevant for example for the balance overview if the organisation receives transfers in foreign currency but the expenditures are incurred (in part or entirely) in local currency (or possibly in another foreign currency).
- **Working budget:** budget for the coming period (year, possibly semester) with expected expenditures on the basis of the workplan for the coming period. This working budget may deviate from the original budget for the period concerned, but may not exceed the total approved funding.

D. HOW DOES CORDAID DEAL WITH:

- **Contracts:** Cordaid accepts only the **original** hardcopy signed contract, therefore copies, scanned or faxed versions of the signed contract are not acceptable.
- **Reports:** these are recorded and evaluated after being received by Cordaid. In principle, the following transfer is sent as soon as the report is approved.
In general, Cordaid calculates a period of **three (3) months** between the expiry of the reporting period and reception of the following transfer. This means that the report must be received by Cordaid within a maximum of 2 months after expiry of the reporting period in order to guarantee timely transfer of a new advance payment.
For an **auditor's report**, Cordaid calculates a maximum period of **six (6) months** after expiry of the reporting period (project/programme period or fiscal year).
- **Transfers:** In principle, Cordaid sends a first advance payment directly after receiving the signed **original** hardcopy contract. In rare occasions a first advance payment can be made after receiving a scanned or faxed version of the original contract. Nevertheless the **original** hardcopy signed contract must be received by Cordaid before any follow-up payments will be made..
Cordaid normally sends a further advance payment every 6 months or annually.
Cordaid processes these follow-up payments only after receiving and approving the **progress report** or an interim request that is supported by a liquidity overview and after receiving **confirmation of receipt of the previous payment**. If the partner can not meet these requirements, no follow-up transfers can be made.
- **Exchange rate differences:** Cordaid uses the euro as currency and hence concludes funding contracts in euros, with approval and disbursement of the funding being done in euros, in principle. The counterpart organisations will use the local currency, and/or possibly one or several foreign currencies, due to the increased stability.
As a result, exchange rate differences, which can be either positive or negative, arise virtually all the time. When using both a local currency and a foreign currency, several exchange rate differences may arise at the same time, and may even work in opposite directions to each other. Cordaid assumes no liability for exchange rate losses. It is important that the counterpart organisation maintains an overview of the contributions already received from Cordaid and those still to be received, in order to estimate the possible impact of exchange rate differences on implementation.
Only in the case of significant exchange rate losses (20% or more), may the organisation consult with Cordaid over how to avoid this jeopardising implementation of activities.
Exchange rate profits cannot be used for additional activities without consultation. Preferably, approval should be requested from Cordaid by adjusting the working budget annexed to the annual workplan.
- **Income from interest:** income due to interest earned on Cordaid funds should be added to the Cordaid contribution and used for activities agreed in the funding contract.
Otherwise, income from interest should in general be recorded and accounted for as income.
- **Other incomes** such as incomes from sale of project resources (vehicles, equipment etc.) which were purchased using Cordaid funds, or reimbursement of tax which was paid using Cordaid funds: same as for income from interest.
- **Own contribution:** it is important to describe the organisation's own contribution clearly from the start in the project proposal, i.e.:
 - contribution from whom? (institution, target group, etc.)
 - contribution in money or kind (for example volunteer work, use of rooms for courses, participants' transportation, labour etc.)?
 - contribution for what? (which part of the budget is the contribution intended to cover).If a contribution by the organisation is included in the approved funding plan, Cordaid also expects this to be accounted for. The organisation's contribution in money must be included in the financial report; a contribution in kind should be mentioned separately.
- **Overspending and/or underspending:** the most significant deviations between expenditures and the approved budget for the reporting period should be explained.

For the organisation itself, it is important to analyse all differences, as these will impact on the remaining period (adjustment in planning and budget).

Cordaid wants to know what the largest deviations consist of, what the cause is and how they will be compensated for in the remaining period.

E. DIRECTIVES FOR EXTERNAL AUDITING

1. Recommendations for external auditing

External auditing of the organisation's annual accounts is important for any self-respecting organisation in terms of transparency and accountability, both internal and external.

- Internally within the organisation (staff, management, board of directors), in terms of the transparency of the annual accounts, and internal monitoring and administration.
In addition, there is the important requirement of continuity, i.e. the auditor gives a professional and objective assessment of the potential risks in operational management.
- Externally, within the wider society, in terms of accounting for local funds but also transparency with regard to stakeholders and interested parties.
The NGO sector is often under pressure from the government and public opinion, because of the flows of large sums of money. Many governments try to gain control of these flows via registration procedures and possibly also by inspecting NGOs, including projects and funding; in some cases they demand that the organisations submit their audited annual accounts.
It is also important to be transparent for the target group or beneficiaries, and to account for the expenditure of funds which are received in their name.
- Externally, with regard to foreign donors, in order to account for funding provided. Increasingly, a potential donor will require an external auditor's report in advance, as a quality control test to ensure that any external funds will be in good hands with the organisation.

A good auditor's report depends to a large extent on the quality of the auditor, but also on how the auditor is commissioned.

2. The auditor

1. The auditor is a member of a national body of accountants, which is in turn affiliated to the International Federation of Accountants (IFAC). This guarantees that the auditor is registered as such and should comply with professional directives and codes of conduct for accountants.
2. If, for whatever reason, it is not possible to find an IFAC-affiliated auditor, it is important to request a company profile of the chosen accountancy agency, including references regarding previous and current audits of NGOs, the number of employees at the accountancy agency in question, the professional qualifications of the employees and a list of relevant clients of the accountancy agency in question.
3. The fundamental requirements with regard to an auditor's responsibilities as a professional practitioner are:
 - a) Independence;
 - b) Integrity;
 - c) Impartiality;
 - d) Professional competence and meticulousness;
 - e) Confidentiality;
 - f) Professional behaviour;
 - g) Knowledge of technical standards.
4. It is always advisable to change your auditor every few years. This prevents the auditor losing his objectivity because he identifies too much with the organisation and brings not enough new elements into the auditing and reporting process. A period of a maximum of 6 years is considered to be acceptable.
Changing the auditor too often is not usually advantageous, because the auditor always has to immerse himself in the nature and working methods of the organisation, and follow-up on previous audits is more difficult.

3. The commissioning process

When commissioning the chosen external auditor, the auditor should always confirm the commission in the form of a confirmation of commission. This confirmation of commission should include the following points:

- the programme of work and audit approach as proposed by the auditor and based on agreements made in this regard between the organisation and external auditor;
- the time schedule for the audit and deadline for submitting the auditor's report;
- the periodic exchange of information between the auditor and the organisation during the auditing process. The auditor should document this very carefully;
- the fee and payment deadlines;
- proper creation of the file by the auditor.

4. The audit approach

The external auditor should carry out the audit in accordance with the generally accepted auditing standards regarding audit commissions and relevant national directives.

The general directives for auditing include the fundamental principles with regard to responsibilities and the tasks to be carried out (how is the audit approached, planned and carried out), and the additional explanations and statements (reports) which are relevant to those responsibilities and tasks.

In addition to carrying out the audit, the auditor is requested to give his professional judgement of the organisation's financial management, including the potential risks for the continuity of the organisation, the accounting system, the internal control procedures and the organisation's financial reporting.

The scope of the audit must be made clear. It should preferably cover the institutional annual accounts of the organisation but may also refer to the reports of a specific project or a specific part of the organisation. When seeking to gain a true picture of the annual accounts and/or project reports, the following aspects should be considered:

- Reliability (existence/comprehensiveness/rights and obligations/timeliness/precision);
- Acceptability (of the principles and/or assumptions used);
- Sufficiency (satisfactory explanations etc.).

5. The external auditor's report

Cordaid only accepts **original** (hardcopy) auditor's reports, scanned, copied or faxed versions will not be accepted

A good auditor's report comprises **three parts**:

- The audit certificate, i.e. the **declaration of the auditor** regarding the figures presented by the organisation (institutional annual accounts, project reports or otherwise).
In the best case scenario, this certificate indicates approval, but may also indicate limitations, and at worst, a withholding judgement by the auditor.
- The **audited figures** (institutional annual accounts, project reports or otherwise) with explanations. The external auditor does not therefore formulate the figures; that is the responsibility of the organisation.
- The **management letter** in which the external auditor reports his findings to the client. This contains the following:
 - Audit findings: inadequacies or shortcomings in the administrative organisation and internal control, and in the reporting (*informative*);
 - Indication of solutions to the inadequacies identified (*constructive/natural advice role*);
 - The organisation's reaction to the auditor's findings;
 - Follow-up to implementation of the recommendations in the previous management letter;
 - Developments in the internal and external environment;
 - Potential risks in operational management (financial sustainability or continuity of the organisation).

6. Explanation of external auditing in the Cordaid funding contract

According to Cordaid procedures, an external audit is required in many cases, but not always. Each funding contract indicates clearly whether Cordaid requires an external audit for the funding in question (see Clause 7b. of the funding contract).

There are three possibilities:

1. No audit required by Cordaid.

The relevant Clause 7b is therefore not included in the contract.

Even if Cordaid does not require an external audit in every case, it is always advisable as an organisation to commission an annual audit in order to obtain an objective and expert assessment of the financial position and financial management of the organisation.

2. Annual external audit of the project or programme funded by Cordaid.

For this, see Clause 7b of the funding contract.

The auditor audits incomes and expenditures of the project or programme and submits:

- Audit certificate covering the project or programme;
- The audited financial overview of the project or programme;
- Management letter.

Cordaid does insist on receiving **original** (hardcopy) auditor's reports only, scanned, copied or faxed versions will not be accepted

Cordaid requires the original auditor's report to be sent within **six (6) months of the end of the project or programme period.**

3. Annual external audit of the organisation.

For this, see Clause 7b of the funding contract.

The auditor audits the annual accounts of the organisation and submits:

- Audit certificate covering the annual accounts;
- The audited annual accounts with breakdown and explanation;
- Management letter.

Cordaid does insist on receiving **original** (hardcopy) auditor's reports only, scanned, copied or faxed versions will not be accepted.

Cordaid requires the original auditor's report to be sent within **six (6) months of the end of the fiscal year.**

Remarks:

- Regardless of Cordaid's requirements as indicated in the funding contract, Cordaid always advocates commissioning annual external audits. There is a strong preference for an institutional audit as a quality control tool for the organisation itself and as an element in the organisation's external transparency with regard to stakeholders and interested parties.
- Usually, Cordaid requires an annual audit report. Exceptions on the reporting period may be indicated in the funding contract.
- In principle, Cordaid does not have a fixed list of external auditors from which counterpart organisations must choose. As indicated in the previous chapter, Cordaid does set requirements with regard to the auditor, the audit process and the audit report.
- It is important to carry out the audit in good time, and therefore to contact the external auditor well in advance. If the auditor carries out the audit and submits the report in good time, it is possible to make corrections and take the necessary measures to improve financial management and internal auditing.

F. ANNEXES

1 Template for expenditure overview (in case of an annual reporting cycle)

Project no. :
Organisation :
Country :
Period covered by the report :
Currency : *(NB: must be the same as the currency used in the approved budget)*

Description	Expenditure/income In reporting period A	Annual budget B	Remainder Annual budget B-A	Spending % A/B
Expenditure				
<i>See sections of</i>				
<i>approved</i>				
<i>budget</i>				
Total expenditures				
Income				
Funding organisations				
Local/national governments				
Own financial contribution				
Other income*				
Total income				
Own contribution in kind				

Explanation of deviations against budget:

* specify whether funds have been acquired (besides own contribution) through local fundraising

2 Template for expenditure overview (in case of a six-monthly reporting cycle)

Project no. :
Organisation :
Country :
Period covered by the report :
Currency : (NB: must be the same as the currency used in the approved budget)

Description *)	Expenditure/ income 1st semester	Expenditure/ income 2nd semester	Expenditure/ income In year of report A=A1+A2	Annual budget	Remainder Annual budget	Spending %
	A1	A2	A=A1+A2	B	B-A	A/B
Expenditure						
<i>See sections of</i>						
<i>approved</i>						
<i>budget</i>						
Total expenditure						
Income						
Funding organisations						
Local/national governments						
Own financial contribution						
Other income						
Total income						
Own contribution in kind						

Explanation of deviations against budget:

3 Template for Expenditure overview for total funding period(cumulative)

Project no:

Organisation:

Country:

Period covered by the report:

Currency:

(NB: must be the same as the currency used in the approved budget)

Description *)	Expenditure/ income Up to and including previous period C	Expenditure/ income Current period A	Total Expenditure/ income D=A+C	Approved budget E	Remainder Total budget F=E-D	Spending % D/E
Expenditure						
<i>See sections of</i>						
<i>approved</i>						
<i>budget</i>						
Total expenditure						
Income						
Funding organisations						
Local/national governments						
Own financial contribution						
Other income						
Total income						
Own contribution in kind						

Explanation of deviations against budget:

4 Template for balance overview

Project no:
 Organisation:
 Country:
 Period covered by the
 report:

	Foreign Currency* Amount	Foreign Currency* Amount	Local Currency* Amount
1. Final balance previous period:			
2. Received from funding organisations: - Cordaid - other donors: (specify)			
3. Local/national income: - Government - Own financial contribution from the organisation - Own financial contribution from beneficiaries - Donations from local fundraising			
4. Other income - income from interest - other (specify)			
5. Total receipts for the period (2+3+4)			
6. Total available (1+5)			
7. Currency exchanges (if applicable)	-/-	-/-	+/+
8. Expenditure	-/-	-/-	-/-
9. Balance at end of period: (6 +/-7- 8)			
Cross-reference to cash and bank balance -in cash - in bank -cheques in circulation -etcetera			
	=====	=====	=====
	=	=	=

* The currency types used may be different for each project/programme/organisation. It is important to indicate here which currency types apply. If necessary, add or delete columns!

With regard to request for liquidity

	currency type	amount
- End balance for reporting period		
- Expected expenditures in coming period		
- Transfer requested from Cordaid		

(see balance overview)

(see working budget)

5 Template for overview of Cordaid transfers received and exchanges (optional)

Project no:
Organisation:
Country:
Period:

Cordaid transfers received during reporting period

Date	Currency	Amount
Total		

Exchanges during the reporting period

Date	Currency	Amount	Exchange rate	Currency	Amount
Total					

6 Template for working budget for following period

Project no:
 Organisation:
 Country:
 Period:
 Currency:

(NB: must be the same as the currency used in the approved budget)

Description *)	Total remaining budget duration of contract F	Planning* Expenditures/income following period G	Original budget following period H	Difference in amount H-G
Expenditure				
<i>See sections of</i>				
<i>approved</i>				
<i>budget</i>				
Total expenditure				
Income				
Funding organisations				
Local/national governments				
Own contribution				
Other income				
Total income				
Own contribution in kind				

*Planning or working budget should be based on the workplan

Explanation of any deviations between the original budget and the planning

7 Template for adjusting original budget for year 2 and/or year 3

Project no:
 Organisation:
 Country:
 Period:
 Currency:

(NB: must be the same as the currency used in the approved budget)

Description	Approved budget as per contract	Actual incomes/ expenditures	Remainder of the approved budget	Approved budget as per contract 2nd year	Adjusted budget 2nd year	Difference between approved and adjusted budgets	Remaining available budget until end of contract
period	total contract duration	year 1	year 2 and 3	year 2	year 2	year 2	year 3
calculating aid	A	B	C=A-B	D	E	D-E	C-E
Expenditure							
<i>See sections of</i>							
<i>approved budget</i>							
<i>If necessary,</i>							
<i>add new sections</i>							
<i>(proposed)</i>							
Total expenditure							
Income							
Funding organisations							
Local/national governments							
Own contribution							
Other income							
Total income							
Own contribution in kind							

Explanation of adjusted budget:

8 Template for overview of investments/disinvestments

Project no:
Organisation:
Country:
Period:
Currency:

Investments

Date	Description of investment	Amount

Disinvestments (e.g. sale of investments)

Date	Description	Realisable value	Original purchase value	Date of purchase