



# **Artemis Alliance Grant Agreement**

with

## **Sapari**

## Cost Reimbursable Grant Agreement

This agreement is made by Zinc Network Ltd, located at 230 Blackfriars Road, London, SE1 8NW, UK in as directed the Artemis Alliance Board as administrator of the grant and Sapari located at 8, Soliko Virsaladze Str. Tbilisi, Georgia.

| 1 Moon Grant Number | 2 Amount   | 3 Term     | 4 Start Date                  | 5 End Date                  |
|---------------------|------------|------------|-------------------------------|-----------------------------|
| MN027               | £13,607.50 | 1.5 months | 3 <sup>rd</sup> February 2025 | 14 <sup>th</sup> March 2025 |

### 6 Grantee



### 7 Zinc Network, on behalf of Artemis Alliance



### 8 Purpose and Activity

#### Project Title: Gendered Disinformation Awareness Project 2025

#### Project background and purpose:

Gender and identity disinformation (GID) which is quickly increasing in Georgia reinforces existing gender inequalities and patriarchal systems in the country while exacerbating other forms of harm directed at women in public life (WIPPL). GID targets women with online visibility or public roles, including politicians, human rights defenders, activists, and community leaders, through diverse tactics such as image manipulation, fabricated stories, and social media attacks. WIPPL are increasingly targeted during politically active periods, such as election and pre-election periods, which are characterized by even more intense disinformation, defamation and hate speech. In addition, Georgia has been recently experiencing significant setbacks in democracy and freedom of expression. The ruling Georgian Dream (GD) party has been criticized for authoritarian policies, such as controlling media, limiting civic spaces, and spreading disinformation and misinformation. As of late 2024, this environment raises significant concerns for Georgia's democracy and has disproportionately affected vulnerable groups, undermining efforts for equality and human rights. Specific impacts on groups such as women in general and women in political and public life have become apparent after the abrupt abolition of mandatory gender quotas for political parties in April 2024, increased cases of politically motivated harassment of women in public roles in recent months, and the government's inadequate response to gender-based violence. Female human rights defenders and activists have long played a crucial role in Georgia's public life, leading to their positioning as the targets of GID to undermine their credibility, distract from policy issues, and discourage women from pursuing political or public life. Countering gender disinformation requires a sustained effort at multiple levels of society, from individuals and communities to institutions and governments. By combining awareness raising and community engagement, the proposed project aims to reduce the impact of gender disinformation in Georgia and to promote a more open, inclusive and safe environment for women to pursue public and political activity in the country.

### Project Objective:

The overall objective of the proposed project is to raise awareness and understanding of gendered disinformation, its tactics and impact on activist women and girls in Georgia through knowledge-creation and community-level information campaigns. The project will not only empower individual women with information and advocate for safe online and physical environments for their civic activity but will also foster community solidarity and support for gender equality and women's active participation in different spheres of life.

### Monitoring and Evaluation plan:

As per the MREL plan in the submitted proposal.

### Outputs:

- Summative assessment report on the impact of the previous GDAP, including findings from both quantitative and qualitative data.
- Three videos featuring women activists discussing their work, experiences with GID, and counter-strategies.
- One article featuring stories of women activists impacted by GID, highlighting the consequences of GID and its use as a weapon to exclude women from public life.
- Publication of the article on SAPARI's website, social media, and partner online media platforms.
- Increased visibility of women activists as a targeted group by GID campaigns.

### 9. Budget Maximum Amount based on Actual Expenditures

#### Summary budget:

Maximum Budget available: £13,607.50

| GRANT APPLICATION BUDGET                         |   |               |      |          |                      |
|--|---|---------------|------|----------|----------------------|
| Activity   | Description   | Unit cost GBP | Unit | Type     | Total unit cost GBP  |
| <b>1. Salaries</b>                               |   |               |      |          |                      |
| Project Manager                                  | Will be responsible for overall management and implementation of the project  | GBP 680.00    | 1.5  | Month    | GBP 1,020.00         |
| Soc. Media Manager                               | Will be responsible for planning, implementing and monitoring the information campaign  | GBP 680.00    | 1.5  | Month    | GBP 1,020.00         |
| Content creator                                  | Will be responsible for preparing the content (scripts) of the videos   | GBP 850.00    | 1.5  | Month    | GBP 1,275.00         |
| Finance Manager                                  | Will be responsible for financial management and accountability of the project  | GBP 470.00    | 1.5  | Month    | GBP 705.00           |
| Pension Fund                                     |   |               |      |          |                      |
| <b>2. Contractual Services</b>                   |   |               |      |          |                      |
| Research / Survey                                | Evaluation Research (online survey and key informant interviews) to evaluate its results and impact on the target groups                                  | GBP 1,300.00  | 1    | Per Unit | GBP 1,300.00         |
| Story Telling Videos / Interviews with Activists | Video featuring emerging activist women sharing their experiences with GID and revealing their practices and struggles with countering its harmful impact | GBP 1,200.00  | 3    | Per Unit | GBP 3,600.00         |
| Short interview Videos                           | Short video interviews with emerging activist women from various regions  | GBP 300.00    | 6    | Per Unit | GBP 1,800.00         |
| Article in Online Media                          | Article featuring stories of emerging activist women from various fields of life and particularly from across Georgia who have experienced GID            | GBP 300.00    | 1    | Per Unit | GBP 300.00           |
| Focus groups                                     | Space rent, recording, transcription, analysis of the discussions   | GBP 800.00    | 2    | Per Unit | GBP 800.00           |
| <b>3. Other Direct Costs</b>                     |   |               |      |          |                      |
| Office rent                                      |   | GBP 350.00    | 1.5  | Month    | GBP 750.00           |
| Bank Fees  |   | GBP 25.00     | 1.5  | Month    | GBP 37.50            |
| Facebook advertisement boosting fees             |   | GBP 100.00    | 10   | Per Unit | GBP 1,000.00         |
| <b>TOTAL BUDGET B.GBP</b>                        |   |               |      |          | <b>GBP 13,607.50</b> |

Term: 3<sup>rd</sup> February 2025 – 14<sup>th</sup> March 2025

### 10. Authority and Responsibilities

This sum was awarded by the Artemis Alliance Award Board and consists of these pages together with:

- Attachment A: Eligibility - Memorandum of Understanding

- Attachment B: Narrative Report Template
- Attachment C: Financial Report Template

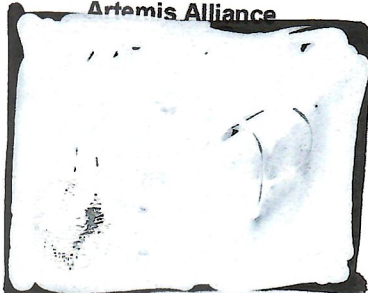
Funding is dependent upon the Grantee's continued membership of and participation in Artemis Alliance. Changes in Artemis Alliance membership may result in termination of this contract. Any issues in contributing to Artemis Alliance – including conducting research, monitoring, submitting summary reports – should be immediately raised with the ARTEMIS ALLIANCE Project Director.

Any amendment to this agreement must be requested in writing and must be signed by an authorised representative of Artemis Alliance and the Grantee.

#### 11. Signatures

By signing this agreement, the Grantee assures that it will comply with all terms and conditions of this grant. Failure to comply with the terms set forth in this agreement may result in the withholding of payments, grant suspension, grant termination or legal recourse.

**Zinc Network Ltd. for the  
Artemis Alliance**



**Sanari**



#### 12. Reporting Schedule

All spend must be backed up with supporting documentation as requested by the Artemis Alliance Compliance. Department outlined in Clause 1. These may include invoices, receipts, bank statements or payment notices, contracts and timesheets submitted with financial reports as per below.

| Narrative Reports             |                             |                             | Financial Reports             |                             |                             |
|-------------------------------|-----------------------------|-----------------------------|-------------------------------|-----------------------------|-----------------------------|
| From                          | To                          | Due Date                    | From                          | To                          | Due Date                    |
| 3 <sup>rd</sup> February 2025 | 14 <sup>th</sup> March 2025 | 20 <sup>th</sup> March 2025 | 3 <sup>rd</sup> February 2025 | 14 <sup>th</sup> March 2025 | 20 <sup>th</sup> March 2025 |

#### 13. Payment Schedule

|   |                          |
|---|--------------------------|
| Payment Method:   |                          |
| Schedule Date   | Amount                   |
| 1 <sup>st</sup> Payment – upon signing the contract   | £6,607.50                |
| 2 <sup>nd</sup> payment – w/c 24 <sup>th</sup> March 2025 – upon submitting the final narrative and financial reports, and respective evidence. | £7,000.00                |
|   | <b>Total: £13,607.50</b> |

#### 14. Special Conditions

Currency payments to be made in GBP.

Once final financial report is submitted to cover all direct costs accompanied by requested evidence as per reporting in Clause 1, Artemis Alliance will review and approve all reports submitted, make any outstanding payments as listed above and close out the grant.

#### 15. Bank Details

##### BANK DETAILS

**Bank name:** JSC TBC Bank

**Bank address:** 7, K. Marjanisvili Str., Tbilisi, Georgia

**Bank account name:** Sapari

**Banks account number:** GE83TB7800636180100005

**Sort / SWIFT code:** TBCBGE22

**IBAN:** GE83TB7800636180100005

**Currency:** Pound Sterling

## Grant Agreement Terms and Conditions

The Grant Agreement is a legal document with conditions for the grant funds to be disbursed based on information provided in the summary section. Each section is described below.

### *Grant Agreement Summary Descriptions*

**Box 1. ARTEMIS ALLIANCE Grant Number** – This is the unique identifier for this grant agreement and should be included in all communication and documentation in reference to this agreement.

**Box 2. Amount** – Is the total maximum amount of funding that ARTEMIS ALLIANCE will provide to the organisation, based on submission and approval of narrative and financial reports alongside requested evidence. Incomplete reports or late submissions could result in delayed payments. The amount is valued in **GBP** and will not be increased for any exchange rate changes between the date of signature and completion. This is the maximum amount that can be paid.

**Boxes 3, 4 and 5.** – Reference the duration of the contract. "Term" is the total time frame for activities to be completed. Any requests for changes or extensions should be made to the ARTEMIS ALLIANCE contacts.

**Box 6. Grantee** – Grantee organisation legal name and physical address. Contact information for grant representatives should be included here. This information will be included in all communication related to this grant. More than one contact name can be included.

**Box 7. ARTEMIS ALLIANCE Contacts** – The contact information for the relevant ARTEMIS ALLIANCE representatives for this agreement. All communication related to the agreement –

inquiries, status information, or changes – must be submitted to the contact information provided.

**Box 8. Project Description** – A description of the project funded through this grant, as approved by the ARTEMIS ALLIANCE Approval Board. The “Background and Purpose” provides context to the Grant recipient and project. “Project Objectives” state the intended purpose of the approved project. The “Project Activities” describe the activities which will be conducted in support of the objectives. The “Evaluation Plan” describes how you, the grant recipient will assess the impact of your work on the project in relation to the objectives. The “Organisation Background” provides details about your organisation – the Grantee that is the recipient of grant funds. “Outputs” summarises the activities.

**Box 9. Budget** – This details the maximum budget for the grant-funded project as approved by the ARTEMIS ALLIANCE Approval Board. The maximum budget is the upper limit of the funding that is available for the grant. The budget is organised into standard categories and serves as the basis for the financial reports that you will prepare over the course of your grant. Items listed are authorised and are considered to have prior approval. Any changes to the maximum budget will be agreed in writing and through an amendment to this agreement.

**Box 10. Authorities and Responsibilities** – This grant was approved by the ARTEMIS ALLIANCE Board made up of representatives of Zinc Network and FCDO and is conditional on membership in ARTEMIS ALLIANCE. This grant may be terminated if membership is not maintained by the Grantee. Amendments to this agreement will be made in writing and signed by authorised signatories by both ARTEMIS ALLIANCE and the Grantee before being effective.

**Box 11. Signatures** – Signatures by authorised signatories from ARTEMIS ALLIANCE and Grantee organisation are required to execute this agreement in full. The effective date of the agreement will be based on date signed.

**Box 12. Reporting Schedule and Other Deadlines** – Your organisation is required to submit reports to ARTEMIS ALLIANCE documenting both progress (in a narrative report) and expenditures (in a financial report). Reports must be approved by ARTEMIS ALLIANCE before payment is made. If reports are late or unsatisfactory, ARTEMIS ALLIANCE may suspend payment until the problem is corrected.

In the event that a Grantee Product – such as books, journals, newspapers, or other forms of media, such as videos, posters, recordings, or websites – make up one or more of the grant deliverables, these must be outlined in this box.

**Box 13. Payment Schedule** – After the initial cash advance, reimbursements are based on narrative and financial reports. Terms of payment are 30 days after approval of reports and outputs in Box 12 and receipt of request for payment by the Grantee. Payments will be made in the currency in Box 2. Any conversion or fees from receiving funds will not be reimbursed and will be at the Grantee’s expense.

**Box 14. Special Conditions** – Any special conditions to the contract must be outlined here.

**Box 15. Banking information** – The banking information for the account into which the Grantee will receive payment. The Grantee is responsible for ensuring that the bank information provided is updated if needed and that the account can receive the payment in the grant currency. Zinc Network will verify bank information before payments are made. Any

changes to banking information will be confirmed by an authorised staff member of the organisation by phone.

## ***Terms and Conditions of Grant***

### **1. *Reporting Requirements***

Your organisation is required to monitor the progress of your project to make sure that planned activities are being carried out, progress is being made toward objectives, and funds are being used properly. You should submit narrative and financial reports using the templates provided (see Attachments B and C). You may have a Grantee Product as a reporting requirement in your Grant Agreement. Please ensure you share links to copies of these materials.

In addition to the required narrative and financial reports, ARTEMIS ALLIANCE will require you to submit supporting financial documentation for time and costs claimed in the financial report. This documentation will be reviewed by ARTEMIS ALLIANCE's Compliance department.

#### ***Invoice Verification and Daily Transaction Ledger Reviews***

ARTEMIS ALLIANCE monitors the expenditures reported in financial reports in two ways: through Invoice Verification Reviews and Daily Transaction Ledger Reviews. *Invoice Verification Reviews* are performed to ensure that Grantees have invoices, receipts, bank statements, vouchers, and timesheets supporting claimed costs. *Daily Transaction Ledger Reviews* ensure that Grantees have an accurate cash ledger supporting claimed costs.

ARTEMIS ALLIANCE will request copies of any supporting financial documentation to accompany your submitted financial report. This may include invoices, receipts, bank statements, timesheets, and other prime documents to backup costs incurred and expenses claimed and recorded on your financial reports.

ARTEMIS ALLIANCE does not usually ask for a full audit report, but ARTEMIS ALLIANCE is required to let you know that this is a possibility. If an audit is required, you will be notified and receive guidance from ARTEMIS ALLIANCE.

In addition, you should consult with ARTEMIS ALLIANCE staff regularly and notify them promptly of any significant problems or changes that could affect the successful implementation of project activities and achievement of objectives. ARTEMIS ALLIANCE staff or representatives may make on-site visits to observe project implementation and to verify information provided in the narrative and financial reports that you submit, or to help you solve problems you may encounter in grants administration or program implementation.

### **2. *Prohibited Activities***

Some activities are not allowed as part of an ARTEMIS ALLIANCE-grant funded program. If you are unsure whether an activity is prohibited, please ask your grant management team. A few of the items are described below.

- Any activities that impact U.K. domestic politics
- Activities that are illegal in the U.K. or the Grantees country

- Campaigns of Candidates for Public Office
- Undermining democratic institutions

### **3. Unspent Grant Funds**

After you submit your final financial report, your ARTEMIS ALLIANCE representative will review the report to determine if you have any unspent funds from your maximum budget allocation. If possible, any underspend will be covered in a Grant addendum with spend agreed on new activities. If however agreement cannot be reached then ARTEMIS ALLIANCE will issue a Grant addendum to reflect the reduction in budget before final payments are made.

### **4. Grant Closeouts**

Following the end of your grant period, ARTEMIS ALLIANCE representatives will review all relevant files to determine that your organisation's grant requirements are complete. Once reviewed, ARTEMIS ALLIANCE will send you an official letter certifying that the grant has been closed out. This letter will remind you to retain all grant-related materials for six years from the date the final deliverable was submitted. This is required to ensure the availability of complete information should there be an audit or evaluation of your grant by ARTEMIS ALLIANCE or one of ARTEMIS ALLIANCE's auditors.

### **5. Suspension and Termination**

Any breach or suspected breach of the conditions set out in this agreement which includes the Memorandum of Understanding in Attachment A – may result in the termination or temporary suspension of this agreement, at the discretion of the ARTEMIS ALLIANCE.

ARTEMIS ALLIANCE may terminate this agreement with a minimum of one week notice. In this event, the Grantee must stop all ARTEMIS ALLIANCE project activities at this time.

In the event of the termination of this agreement, the ARTEMIS ALLIANCE will not accept narrative and financial reporting and outputs submitted for approval after the date of termination. Payments for future narrative and financial reports and outputs that have not yet been submitted to time, scale or scope outlined in the Reporting Schedule will not be made. Any work committed or completed by the Grantee up to the date of termination may be negotiated by both parties in good faith.

ARTEMIS ALLIANCE may also notify the Grantee of a suspension of this grant if it suspects that the Grantee is in breach of this agreement, until appropriate corrective action is carried out to rectify the breach. ARTEMIS ALLIANCE will not be liable to pay for activities undertaken during a temporary suspension of this agreement. The Grantee will be notified of grant suspension in writing and will have a chance to respond to ARTEMIS ALLIANCE's concerns.

### **6. Disputes**

If a problem arises concerning the terms and conditions of the Grant Agreement or compliance with those terms and conditions by the Grantee or by ARTEMIS ALLIANCE,

ARTEMIS ALLIANCE will try to resolve the problem through direct written communication. If that is not possible, any resolution will be conducted in accordance with the laws of the United Kingdom.

## **7. Ethical Requirements**

### ***Prevention of Corruption***

The Grantee shall not offer or give, or agree to give, to ARTEMIS ALLIANCE or any public body or any person employed by or on behalf of ARTEMIS ALLIANCE or any public body any gift or consideration of any kind as an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Grant or any other contract with ARTEMIS ALLIANCE or any public body, or for showing or refraining from showing favour or disfavour to any person in relation to the Grant or any such contract.

### ***Prevention of Fraud***

The Grantee shall take all reasonable steps, in accordance with Good Industry Practice, to prevent Fraud by Staff and the Grantee organisation (including its shareholders, members, directors) in connection with the receipt of monies from ARTEMIS ALLIANCE.

### ***Discrimination***

- The Grantee shall not unlawfully discriminate either directly or indirectly on protected characteristics such as race, colour, ethnic or national origin, disability, sex or sexual orientation, religion or belief, or age and without prejudice to the generality of the foregoing the Grantee shall not unlawfully discriminate within the meaning and scope of the provisions of all relevant legislation including the Equality Act 2010 (UK Legislation) or other relevant or equivalent legislation, or any statutory modification or re-enactment thereof.
- The Grantee shall adhere to the current relevant codes of practice or recommendations published by the Equality and Human Rights Commission. The Grantee shall take all reasonable steps to secure the observance of these provisions and codes of conduct by all contractors, employees or agents of the Grantee and all suppliers engaged in the execution of this Grant.

## **Financial Management Requirements**

### ***8. Maintaining Accounting Records***

You should make sure to maintain all accounting records and supporting documentation. These records must be kept for a period of at least six years following submission of the final financial report. In the event that any audit findings, litigation, or other claims have not been resolved by the end of the six year period, your organisation must continue to maintain the records and supporting documentation until all grant related issues have been resolved.

If you do not expect to be able to maintain accounting for this time, you must make arrangements to transfer these records to another location where they can be safeguarded.

### ***9. Allowable costs and Prior Approval Requirements***

Some expenditures require prior approval by ARTEMIS ALLIANCE in order to be allowable. Any item included in **Box 9**, Grant Budget, is authorised and considered to have prior approval. If you need to spend funds on an item which is not included in the budget and is in

the list below, then you must request prior approval from ARTEMIS ALLIANCE. You should contact your ARTEMIS ALLIANCE representative if you find yourself in this situation. Your ARTEMIS ALLIANCE representative will guide and advise you and will also advise the Project Director whether the request is warranted. **Official approval will come in writing from your ARTEMIS ALLIANCE representative.**

The following items always require prior approval in writing from ARTEMIS ALLIANCE:

1. Expenditures related to activities outside those approved in Purpose and Activity Description and Budget Maximum Amount.
2. Expenditures in excess of the budgeted cost categories
3. Costs related to any international travel not already specified in the grant budget.
4. Airfare in excess of *economy-class*,
5. Subsistence values in excess of the applicable maximum daily rates

### ***Unallowable Costs***

If, after reviewing your financial report and supporting documentation, ARTEMIS ALLIANCE determines that certain costs charged to the grant are unallowable, you will be asked to remove unallowable costs from your financial report(s) and may be required to refund the amount to ARTEMIS ALLIANCE. Further Grant instalments may be held until the issue is resolved.

## ***10. Travel and Subsistence***

Reasonable costs (transportation, lodging, meals, and related items) for travel directly related to your grant project are allowable provided they were included in your budget proposal and expenses are in accordance with the grant regulations. In particular expenses claimed should be backed by an invoice or receipt and should not include alcohol. Airfare should be *economy-class*. For a list of travel and subsistence allowances, please refer to the HMRC's guidance: <https://www.gov.uk/guidance/expenses-rates-for-employees-travelling-outside-the-uk>.

## ***11. Salaries and Timekeeping Procedures***

### ***Timesheets***

Each employee paid from grant funds must maintain a timesheet documenting the number of hours worked. The daily total for full-time work will normally be 7.5 hours. The timesheet must be prepared on a periodic basis corresponding to pay periods but not less frequently than once a month. For each pay period, the number of hours for which the employee is paid must, at a minimum, equal the number of hours recorded on his/her timesheet.

Timesheets must be an after-the-fact record of actual activity for each employee. Hours reflected on the timesheet should be recorded after the hours have actually been worked. It is recommended that an employee enter the hours worked each day at the end of the working day.

All timesheets must be signed and dated by the individual employee and a supervisor and coincide with each pay period. Total hours shown on timesheets should match payroll records.

Hours charged to ARTEMIS ALLIANCE grants on timesheets should match salary amounts claimed on financial reports.

### ***Payroll***

You must maintain detailed records of amounts paid to each employee for each pay period. For employees paid by the hour, payrolls should include the number of hours worked for the pay period. Records should also be maintained for approved salary rates whether salary is based on hourly, monthly, or annual rates. An employee's pay should correspond to the payroll records.

Taxes withheld from the employee's salary as required by law and remitted by the employer to the taxing authority are generally considered part of salary and are allowable with documentation supporting withholding and remittance.

## ***12. Currency Exchange and Reporting Procedures***

All payments by Zinc Network on behalf of ARTEMIS ALLIANCE to your organisation will be made in Great British Pounds (GBP). It is likely that you will be exchanging the payments from GBP to your local currency. This may be done automatically by your bank, or you may have the option of exchanging currency at your convenience. In either case, you must keep careful records of all currency exchange transactions.

All expenditures made in local currency must be converted back to GBP for the ARTEMIS ALLIANCE financial report. The rate(s) used to make the conversion must be noted in your accounting records. It is recommended that you keep a spreadsheet recording local currency expenditures and exchange rates applied to each transaction.

### ***Converting Expenditures for the Financial Report***

If you maintain a spreadsheet recording exchange rates applied to each transaction, it will be simple for you to add the amount of the expenditures for each budget category to include on the financial report.

If you do not record exchange rates for each transaction and multiple rates were used, you may use a reasonable average rate for the reporting period. If ARTEMIS ALLIANCE conducts an invoice review, the reasonableness of the exchange rate will be verified using an online tool (such as [www.OANDA.com](http://www.OANDA.com)).

You may use different exchange rates for each reporting period, if the exchange rates change. Your reported expenditures should reflect a reasonable rate for the period in which expenditures were incurred. For example, suppose you use an exchange rate of 1.5 for the first period financial report. During the second period, the exchange rate changes and you use an exchange rate of 2.7 for second period expenditures. The prior period (first period) exchange rate must stay at 1.5.

### ***Favorable Exchange Rates***

ARTEMIS ALLIANCE requires that all grant funds be used for purposes authorised under the Grant Agreement. If more funds than anticipated become available due to favorable exchange rates, the additional funds must be spent for items included in the grant budget, or you may request approval from ARTEMIS ALLIANCE to add additional outputs, activities or purchase items not included in the grant budget. A budget amendment may be needed, and you should notify your ARTEMIS ALLIANCE representative in this situation.

If the exchange rate becomes unfavorable resulting in less funds than anticipated, you should also notify ARTEMIS ALLIANCE. However, it will not be possible to add more funds to the grant in this instance.

## Recommended Good Financial Management Practices

### 13. Financial Management

#### **Accounting Records**

It is recommended that your organisation maintain an accounting record or ledger for your ARTEMIS ALLIANCE grant. A separate accounting record or ledger is used to record ARTEMIS ALLIANCE grant income and expenses. The information in the accounting records should be used to complete financial reports.

At the end of the reporting period, the amount of funds spent for each budget category should be totaled and inserted into the financial report in the column for expenditures. It is recommended that all grant expenditures be accurately recorded in the accounting records since they will be the source of information for the financial report.

#### **Accounting Systems**

Some organisations have more sophisticated accounting systems than others. No matter what type of accounting system your organisation uses, you must be able to summarise actual expenditures by budget category so that expenditures can be compared to the grant budget.

#### **Cash Management**

If you are making cash payments for some of your grant expenditures it is recommended that your system include additional controls over cash. Additional controls are recommended in order to:

- Maintain security over cash
- Provide a system for tracking cash advances until expenditures are made
- Provide evidence that cash was actually disbursed to and received by the intended person, vendor, or organisation.

### 14. Internal Controls

In addition to maintaining accounting records, it is recommended to maintain a system of internal controls to make sure that your accounting records are reliable and any errors or possible mismanagement of funds can be detected.

#### **Separation of Duties**

It is recommended to separate the functions of maintaining cash, recording transactions, authorising payments, and reconciling cash records. Separation of duties typically requires a minimum of three people:

The person who controls cash, bank or other assets

- The person who records financial transactions (the accountant or bookkeeper)

- The person who authorises or approves financial transactions (this should be an official such as the president or executive director)
- The person who reconciles bank statements to the accounting records (this should be the same official mentioned above who authorises transactions)

If three people are not available to perform these functions, at a minimum, someone other than the person who completed the bank reconciliation should review it.

### ***Approving Transactions***

All transactions related to the ARTEMIS ALLIANCE grant should be approved by a responsible official of the organisation. Transactions which need approval include expenditures, payment requests, reports, and entering into contracts or other obligations. Approvals should be documented by the responsible official by signing his or her name and date on the invoice.

### ***Reconciling Accounting Records***

Accounting records should contain all the financial transactions which relate to the grant. It is recommended that these accounting records are periodically reviewed and reconciled to ensure that they are accurate. There are several types of reconciliations that should be performed on a regular basis.