

Finance and Procurement Manual

Institute for Strategic Research

2007

FINANCE AND PROCUREMENT MANUAL

CONTENT

ABBREVIATIONS	4
PART I. FINANCIAL PROVISIONS.....	5
Article 1. Purpose.....	5
Article 2. Bank Transfer (payment) Request Policy	5
Article 3. Employee Advance and Expense Reimbursement Policy	5
Article 4. Positive/Negative Balance in Expense Reporting / Expense Reimbursement	6
Article 5. Travel Expenses.....	6
Article 6. Cash and Wire Transfer Management.....	6
Article 7. Salary, Premium, Down payment, Holiday pays	7
Article 8. Other costs	7
Article 9. Financial Reporting	7
Article 10. Auditing.....	8
PART II. PROCUREMENT	9
Chapter I. General Provisions	9
Article 11. Purpose	9
Article 12. Persons Affected	9
Article 13. Policy	9
Article 14. Definitions	9
Article 15. Responsibilities	9
Chapter II. Purchase Procedures.....	10
Article 16. Purchases up to 150 GEL.....	10
Article 17. Purchases from 150 GEL to 1000 GEL.....	10
Article 18. Purchases above 1000 GEL.....	11
Article 19. Exemptions from Sealed Bid Tendering	11
Chapter III. Contracts, Purchase Request Form	12
Article 20. Contracts.....	12
Article 21. Purchase Request Form.....	12
Article 22. Bidding Committee Members:	12
Chapter IV. Payment Procedures.....	12
Article 23. After Delivery.....	12
Article 24. Before delivery	12
Article 25. Procurement Files and Records	12
Chapter V. Procurement Code of Conduct.....	13
Article 26. Conflict of Interest Policy:.....	13

Article 27. Competition Policy.....	13
Article 28. Procurement Guidelines.....	13
Article 29. Filing Policy.....	13
Article 30. Definition of a Capital Asset.....	14
ATTACHMENT N1	15
ATTACHMENT N2	16
ATTACHMENT N3	17
ATTACHMENT N4	18
ATTACHMENT N5 (a).....	19
ATTACHMENT N5 (b)	20
ATTACHMENT N6	21
ATTACHMENT N7	22

ABBREVIATIONS

AO	Administrative Officer
BAS	Bid Analysis Sheet
CFO	Chief Finance Officer
ED	Executive Director
FM	Financial Manager
GEL	Georgian Lari
IFB	Invitation for Bid
IT	Information Technology
PFO	Program Finance Officers
ISR	Institute for Strategic Research
PM	Program Manager
VAT	Value Added Tax

PART I. FINANCIAL PROVISIONS

Article 1. Purpose

- 1) Finance and Procurement Manual (hereinafter “Manual”) defines the finance policy of R/U Institute for Strategic Research (hereinafter “ISR”) and is mandatory for the Financial-Administrative Procedures of the organization. It is the responsibility of each individual to comply with this Manual.
- 2) Financial Manager (FM) together with the Program Manager is jointly responsible to ensure all costs incurred in connection with ISR work are reasonable, allowable, and allocable to a budget line item of the approved budget.
- 3) For the purposes of this manual these terms have the following meaning: a) Reasonable – Shall mean those costs which are generally recognized as ordinary and necessary and would be incurred by prudent person in the conduct of normal business; b) Allocable cost – Shall mean those costs which are incurred specifically for the award; c) Allowable cost – Shall mean those costs which conform to any limitations in the award.

Article 2. Bank Transfer (payment) Request Policy

- 1) Payment Request Form is the document used (Attachment N 1):
 - a. To authorize the payment of an expense according to the ISR budget
 - b. To request the processing of the payment via bank transfer
- 2) The Request is prepared by a Program Manager or designated program finance officer and submitted to a Chief Finance Officer (FM) for final review, approval and processing. The form must be approved by the Program Manager when it is prepared by designated finance officer.
- 3) The Request must be supported with necessary back-up documents, such as (all when applicable): Vendor's Invoice with payment detail information, VAT Invoice, Contract/Agreement, Bid Analysis. In cases of recurrent transfers (the ones made before) e.g. advances to project partners, the proper reference to the source document must be indicated.
- 4) Persons preparing transfer requests are responsible for preparing and obtaining all needed support documentation. Chief Finance Officer is responsible to facilitate this process whenever needed, namely, make sure the requirements of local legislation with regard to the requested payment are observed, contact vendor's, supplier's, partner's finance person to clarify the payment details. Chief Finance Officer is also responsible, with the assistance of other Program Finance Officers, for providing training to ISR program partners with regard to the ISR reporting requirements.
- 5) The estimated date is based on the Priority level indicated on the Request form and the actual volume of Requests outstanding. Priority levels are:
 - a. Normal - Request is processed within no more than 3 working days it is submitted
 - b. High - Request is processed the next day it is submitted
 - c. Urgent - Requests are processed the same day it is submitted
- 6) Project Managers are expected to plan in advance the expenditures according to their project budgets and make payment requests according to that plan. Although it is not possible to completely avoid the Urgent requests, Managers should make all efforts to minimize the number of such requests.

Article 3. Employee Advance and Expense Reimbursement Policy

- 1) In order to receive an advance, each employee should complete Advance Receipt (Attachment N2). The advance should be reasonable in relation to the estimated expenses.
- 2) Employees should request an advance at least two working days before the advance is needed except the urgent circumstances when advance is needed on the same day request is submitted.
- 3) The request for an advance should clearly state the purpose of expense and in case of the trip, the destinations, the date the trip begins, the date the trip ends and be authorized by the Program Manager.
- 4) Employee Expense Report used for clearing the advance should be signed by a person whom that cash advance was paid to. All expenditures in Employee Expense Report should be accurately described.

- 5) The advance must be cleared when the employee submits the Expense Report for settlement. Each advance requires only one Employee Expense Report and one Employee Expense Report should include expenses for only one advance.
- 6) Employee must sign and date the Expense Report and submit within seven days after completion of the relevant business. Expense Report also should be approved by the program manager and submitted to the Chief Finance Officer for the final authorization.
- 7) Original (official) receipts must be obtained, regardless of the amount involved. Such receipts must be properly dated, signed and stamped by vendor. The receipts must be accurately attached to the Employee Expense Report in chronological order.
- 8) Every expenses of the Reporting Person should be confirmed with corresponding receipt. In case of non-existence of the receipt expense will not be approved.

Article 4. Positive/Negative Balance in Expense Reporting / Expense Reimbursement

- 1) In case of the misbalance in the expense reporting, organization performs following operations:
 - a. In case of positive balance, Reporting Person returns money to the cashier's office.
 - b. In case of negative balance (overpayment), organization reimburses the indicated finances according to Expense Report respectively approved and authorized as set forth in these guidelines.
- 2) Only Administrative Officer can keep money (no more than 200 GEL) for future expenses in case of positive balance. In very exceptional circumstances only Administrative Officer can keep more that 200 GEL with authorization of FM.
- 3) It is the responsibility of each individual to comply with these guidelines. Further, it is the responsibility of each authorizer to approve of expense reimbursement requests, be familiar with the need for the expenditure and to ensure the appropriateness of all documentation and the observance of all regulations set forth in this Manual.

Article 5. Travel Expenses

- 1) Employees will be refunded the expenses needed for organizational business trips:
 - a. Transportation (both ends) – basing on presented receipts, or by the minimal tariffs, defined by Georgian legislation.
 - b. Hotel Expenses – basing on presented receipts, or by the minimal tariffs, defined by Georgian legislation.
 - c. Per-diem, for business trip will be provided according to the approved by Executive Director's decree trip expense chart.
- 2) ISR employee is to use accommodations, which are adequate and reasonably priced for the area in which they are traveling. Whenever possible, the traveller should stay at hotels where ISR receives a discount. Travellers should check with the ISR office in the area for advice regarding the hotel in which they should stay. ISR funds Air Travels only in economy class, unless very limited cases with Executive Director (ED) approval (Only in cases when flight with business class isn't prohibited by the regulations of project's respective donor).

Article 6. Cash and Wire Transfer Management

- 1) All expenses by cash or wire transfer are regulated by following policies:

In case of need of reasonable purchase of goods and/or services requesting staff member fills Purchase Request Form (Attachment N3) and after corresponding program manager's approval, sends to Administrative Officer. Admin Officer after taking all necessary steps according ISR Manual (see Part II Procurement) consolidates all information and documentation (invoice, agreement, bids if required and etc.), prepares Payment Request Form and brings to FM, corresponding PM and/or ED for review and approval. Only after approval, payment can be made by cash or wire transfer.
- 2) All expenses by cash are regulated by following policies:
 - a. ISR uses double-control mechanism in office cash management. None of employees should have personal access to the organizations cash. Only ED and FM should have safe key and safe code, only cashier should have key and code for cash box. Cashier is responsible for accounting the cash flow. Cash

outcome and income is accounted in the logbook. Any cash flow operations should be submitted with an income and/or outcome receipt. The receipt must be signed by cashier, approved by FM and ED and/or corresponding Project Manager.

b. IF cash Balance is less than 1000 GEL, cashier should count cash and reconcile with logbook at least once a week together with FM. If cash balance is over 1000 GEL cashier should count cash and reconcile with logbook at least twice a week, FM checks cash count once a week. ED should check cash count twice: once in the end of the month and once randomly as an unexpected check-up.

c. Cash should be reconciled once a week. Final reconciliation must include Cash Reconciliation Report (Attachment N4), which compares the cash and cashier's log-book. The Cash Reconciliation Report must be signed by Cashier and FM with two signatures every week and by ED at the end of the month in order to confirm the final cash reconciliation.

3) All expenses by wire (bank) transfers are regulated by following policies:

a. Software Bank-Client must be installed onto FM's and/or relevant program accountant and Executive Director's Personal Computers.

b. FM and/or relevant program accountant prepare payment order in Bank-Client System only based on approved Payment Request Form with necessary supporting documentation. Payment can be processed by FM and/or relevant program accountant only after ED's approval in Bank-Client System.

c. FM and/or relevant program accountant check and reconcile the bank balance at least once a week.

Article 7. Salary, Premium, Down payment, Holiday pays

1) Salaries are paid according to the labour agreement and monthly time report. Salary shall be transmitted to the employee's bank account. Salary can be paid by cash in minor cases. Salary form (Attachment N5) is signed by the recipient and the FM and is certified by Executive Director. Monthly time report must be signed by employee and approved by program manager or ED.

2) Employees may receive additional payment (premium) with the decision of Executive Director.

3) Organization employees may receive the half-month salary as a down payment (except the urgent circumstances, where the written request is needed).

4) Vacation pays are paid three (3) days before taking vacation. In case of employee's desire he/she may receive it together with salary.

Article 8. Other costs

1) Basing on the decree of the Executive Director, employees will be refunded the expenses of mobile communication in frames of ranges defined.

2) The employees of the organization (the list of which is annually submitted by program directors and certified by Executive Director) will be refunded the transportation expenses, in frames of ranges defined.

3) The employees of the organization (the list of which is annually submitted by program directors and certified by Executive Director) will be refunded the representative expenses (business lunch, informal meetings etc.) in frames of ranges defined. The reimbursement of the representative expenses will be performed based on the receipts duly submitted to the Finance Office.

4) Ranges defines in this article shall be established by Executive Director's decree.

Article 9. Financial Reporting

1) Accounting

a. Organization performs accounting in accordance with legislation and international accounting standards. FM and/or relevant program accountant is responsible for accounting operations. Accounting operations are recorded via special-purpose software – QuickBooks and SuperFin.

b. Originals of initial documentation (receipts, cashier's income and outcome orders, accountant's logbook, Reporting Person's document, bank statement, agreements related to procurements/services etc.) are kept in organization's financial department not less than 6 years.

c. Initial documentation related to banking and cash operations shall be archived in separate folders. All financial documents are kept in safe place and access to them has only authorized personnel.

d. Initial documentation should be arranged by dates;

- e. It is recommended to identify each document with the special code of the project, to which the document belongs.
 - f. By the end of every fiscal year the annual balance is elaborated, where organization's passives and actives are described fully.
- 2) Taxation Duties
- a. The FM is responsible on appropriate and proper performance of taxation duties (except the assigned duties and presenting the statements to the Tax Inspection).
 - b. FM is responsible for relationships with Governmental Agencies in financial reporting related issues.
- 3) Reporting with Donor Organizations
- a. Reports to donor organizations are presented according to their defined preliminary schedules and forms. Donor agencies are sent the copies of initial documentation solely. Financial reporting is performed by FM or designated program officer and is certified by Executive Director or Project Manager as determined by contract agreement with donor agency.
 - b. Originals of every contract signed between the donor agency and the organization shall be saved in organization's financial department.
 - c. It is recommended every project to be granted with its own Folder, where every report presented to the donor agency will be saved. Similarly, the special E-Files should exist for each project, in accordance to the report form requested from each individual donor agency.
 - d. FM and the Project Director are responsible for rational use and monitoring of costs, allocated in the approved budget. Organization's financial accounting system should provide the opportunity to monitor the costs of each program and prevent the overruns on time.
 - e. FM is responsible for relationships with representatives of financial offices of the donor agencies. He/She is responsible, in agreement with the project director, to converse any revealed budget problems with the financial office representative of the donor agency.

Article 10. Auditing

- 1) It is recommended the organization deliberately to pass the annual financial accounting auditing that will be performed by an independent auditor. Organization's FM is responsible to present every document requested by an independent auditor, for ensuring audit's successful performance.
- 2) In case the donor agency is performing audit into organization, the FM is responsible to provide the auditor with any required and requested documentation related to the project, in order to ensure the audit's success.

PART II. PROCUREMENT

Chapter I. General Provisions

Article 11. Purpose

This procedure establishes guidelines for the process by which employees can request the procurement of goods and services. These rules may be superseded or adjusted if a donor agency's procurement requirements differ from those stipulated in this manual. The process begins with the initiation of a Purchase Requisition Form and ends with the payment of an invoice.

Article 12. Persons Affected

This procedure applies to all employees authorized to initiate purchase requisitions, procurement personnel, finance staff, and suppliers.

Article 13. Policy

- 1) All ISR's wide purchasing of goods/services is subject to this policy.
- 2) The policy of ISR is to ensure that:
 - a. All expenditures of organization funds are reasonable, properly reviewed and approved prior to commitment.
 - b. The Admin Office is the only unit that is authorized to engage suppliers through Payment Request Forms and Contracts.
- 3) The following financial thresholds applies to procured goods and services:
 - a. Goods/services valued up to 150 GEL equivalent may be procured without securing verbal quotations.
 - b. Goods/services valued between 150 GEL equivalent and 1000 GEL equivalent should be arranged via Admin Office; and can be secured by at least three verbal quotations.
 - c. In case of purchasing Goods/services valued above 1000 GEL equivalent ISR corresponding staff must carry out tender. Official tender invitation letter must be sent to at least three suppliers with specifications of required goods/services and with request of written sealed bids.
- 4) Decision is made according following terms: Price, quality, delivery conditions, payment and etc. Decision must be approved by FM, ED and corresponding program manager (if such exists).
- 5) Procurement costs shall not be artificially divided or fragmented into increments or components costing less than GEL 1000 in order to circumvent the applicable competitive bidding requirement.
- 6) When the sealed bids cannot be obtained the explanations should be documented.
- 7) This policy is mandatory for all purchases and can be revised only in cases when additional requirements are demanded from respective donors of project under which purchase should be made.

Article 14. Definitions

- 1) Purchase Request Form. Form used to request the purchase of supplies or services by the Admin Office or employee. The Purchase Request Form is the key document authorizing the purchasing department to buy specific supplies and services.
- 2) Payment Request Form. Form used by the Admin Office to authorize payment to supplier for goods/services.
- 3) Invitation for Bid (IFB). Four-part form used by the Admin Office to request bids from suppliers. The Invitation for Bid is a means inviting bids from prospective suppliers (Attachment N6).
- 4) Bid Analysis Sheet (BAS) (attachment 8). The form used by the Bidding Committee to analyze the submitted bid packages/quotations and to document the selection of supplier (Attachment N7).

Article 15. Responsibilities

- 1) The Admin Officer shall ensure compliance to this procedure.

- 2) Employees are expected to select the most current Purchase Request Form and adhere to the guidelines of this procedure when making the purchase requisitions. Employees should obtain necessary approvals from their management and from the Finance office prior to submitting the Purchase Request Form to the Admin Office.
- 3) The Program managers shall approve within the limits prescribed in this procedures for Program related expenditures. Approval means attesting that the purchase is a lawful, legitimate, and necessary expenditure of Project funds; and within budget;
- 4) The Admin Officer shall review all incoming Purchase Request Forms to ensure that they are completed in accordance with the current purchasing policies and procedures. The Admin Officer shall coordinate any discrepant Purchase Request Forms with the requesting employee.
- 5) The Admin Officer shall select at least three sources as requested by this procedures (suppliers), solicit bids, review bid packages, select a supplier, issue a PAYMENT REQUEST FORM, and monitor the receipt of the supplies.
- 6) The Admin office shall process the receiving documentation and generate the paperwork to authorize payment to the appropriate supplier.

Chapter II. Purchase Procedures

Article 16. Purchases up to 150 GEL

- 1) The Employee shall complete the Purchase Request Form in accordance with the requirements referenced in this procedures and submit it to Program Manager/Supervisor to obtain signatures for the estimated value of the order.
- 2) Upon receipt of the appropriate approvals, the employee shall forward the Purchase Request Form to the Finance Office for review of the budget and authorization signatures.
- 3) Upon approval from the Finance office, the employee shall forward the Purchase Request Form to the Admin Office for review and order placement.
- 4) The Admin Officer shall review all incoming Purchase Request Form's to ensure compliance with this procedure. Admin Officer shall ensure that the signatures are correct and that all fields have been properly completed.
- 5) The Admin Officer shall draft a contract between ISR and the service provider. (The Executive Director or the FM signs and stamps the contract between ISR and the service/goods provider).
- 6) The Admin Officer shall create the Payment Request Form submit to the ED or Program Manager for approval. Approved Payment request form Admin Officer must submit to FM for final verification and payment.

Article 17. Purchases from 150 GEL to 1000 GEL

- 1) The Employee shall complete the Purchase Request Form in accordance with the requirements referenced in this procedure and submit it to Program Manager/Supervisor for review and to obtain signatures for the estimated value of the order.
- 2) PM/Supervisor shall review, sign and forward Purchase Request Form to the Executive Director for final approval.
- 3) Upon receipt of the appropriate approvals, the employee shall forward the Purchase Request Form to the Financial Manager for review of the budget and authorization signatures. The Financial Manager shall return the Purchase Request Form to the requesting employee with an approval decision;
- 4) If approved, the employee shall forward the Purchase Request Form to the Admin Office for review and order placement.
- 5) The Admin Officer shall review all incoming Purchase Request Form's to ensure compliance with this procedure. Admin Officer shall ensure that the signatures are correct and that all fields have been properly completed.
- 6) The Admin Officer shall select at least three suppliers from published lists, purchase histories, or from new suppliers, collect three verbal quotations and prepare Bid Analysis Sheet.
- 7) The Admin Officer shall draft a contract between ISR and provider. The Executive Director or

FM shall sign and stamp the contract between ISR and the service/goods provider.

8) The Admin Officer shall create the Payment Request Form submit to the ED or Program Manager for approval. Approved Payment request form Admin Officer must submit to FM for final verification and payment.

Article 18. Purchases above 1000 GEL

1) The Employee shall complete the Purchase Request Form in accordance with the requirements referenced in this procedure and submit it to Program Manager/Supervisor to obtain signatures for the estimated value of the order.

2) PM/Supervisor shall review, sign and forward Purchase Request Form to the Executive Director or delegate for final approval.

3) The ED or delegate shall review, sign and forward the Purchase Request Form to the Financial Manager for review of the budget.

4) If approved, the employee shall forward the Purchase Request Form to the Admin Office for review and order processing.

5) The Admin Officer shall write an Invitation for Sealed Bids and forward it to at least three suppliers. Any deviation from this procedure will require an explanatory memo.

6) The Admin Officer together with ED, FM or Program Manager reviews returned sealed bids and creates a Bid Analysis Sheet.

7) The Bidding committee members shall make a final choice of supplier/vendor and sign the Bid Analysis Sheet.

8) The Admin Officer shall draft a contract between ISR and goods/service provider. The Executive Director or FM shall sign and stamp the contract between ISR and the service/goods provider.

9) The Admin Officer shall create the Payment Request Form submit to the ED or Program Manager for approval. Approved Payment request form Admin Officer must submit to FM for final verification and payment.

Article 19. Exemptions from Sealed Bid Tendering

Exemptions from the requirement to obtain competitive tenders for the procurement of goods and services shall be allowed in the following situation: Where the goods or services has been procured in the last twelve months and was subject to the competitive process and the marginal increase in the price is less than the rate of inflation.

Chapter III. Contracts, Purchase Request Form

Article 20. Contracts

- 1) The requirement for drafting a contract depends on particular circumstances but it shall be prepared whenever there is a requirement ISR to make advance payment in excess of GEL 500.
- 2) The contracts should be secured whenever it is in the best interest of the ISR, according to the Georgian legislation and contract requirement of donor agency.

Article 21. Purchase Request Form

- 1) The Purchase Request Form is required for all procurement.
- 2) For procurement of the following goods/services Purchase Request Form is not mandatory:
 - a. Phone, Internet bills
 - b. Office rent
 - c. Utilities
 - d. Fuel
- 3) The payment is authorized by Payment Request Form with proper approvals/authorizations indicating corresponding agreement.

Article 22. Bidding Committee Members:

Bidding Committee Members can be:

- a) Executive Director,
- b) Program Directors,
- c) Financial Manager,
- d) Admin Officer,
- e) IT Officer,
- f) Designated expert.

Chapter IV. Payment Procedures

Article 23. After Delivery

- 1) A Vendor shall deliver the goods/services and submit a signed and stamped invoice to the Admin Office
- 2) The Requesting Employee and/or Admin Officer shall inspect quality/quantity of goods.
- 3) The Admin Officer shall assemble the file documentation: Purchase Request Form, Payment request Form and invoice and submit to Finance Office.

Article 24. Before delivery

- 1) A Vendor shall submit a signed and stamped pro-forma invoice to the Admin Office.
- 2) The Admin Officer shall assemble the file documentation: Purchase Request Form, Payment request Form and invoice and submit to Finance Office.
- 3) The Finance Office shall complete payment procedure and submit copy of wire transfer to the Admin Officer.
- 4) A Vendor shall deliver the goods/services and submit a signed and stamped invoice to the Admin Officer.
- 5) A Requesting Employee and/or Admin Officer shall inspect quality of goods.

Article 25. Procurement Files and Records

The Admin Officer shall maintain the following documents in the procurement file:

- a. List and contact details of suppliers
- b. Purchase Request Form, Payment Request Form, copies of wire transfer submitted by the Finance Office;
- c. Invitation For Bidding
- d. Bid Analysis Sheets
- e. Correspondence and agreements with suppliers.

Chapter V. Procurement Code of Conduct

Article 26. Conflict of Interest Policy:

No employee shall participate in the selection or administration of a contract if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for the award.

Article 27. Competition Policy:

- 1) All procurement transactions are conducted in a manner that provides, to the maximum extent practical, open and free competition.
- 2) In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors who develop or draft specifications, requirements, statements of work, invitations for bids and/or requests for proposals shall be excluded from competing for such procurements. Awards shall be made to the bidder or officer whose bid or offer is responsive to the solicitation and is most advantageous to ISR, taking into consideration price, quality, and other relevant factors.
- 3) Whenever possible organization shall provide positive efforts to utilize small business, minority owned firms and women-owned business.

Article 28. Procurement Guidelines

- 1) To ensure (grant) funds are used efficiently for their specified purpose and to document procurement transactions:
 - a. Purchase only those items necessary for the (grant) funded projects.
 - b. Where appropriate, an analysis should be made of lease and purchase alternatives to determine which should be the most economical and practical procurement for the project.
- 2) Vendor of goods and services should provide the following:
 - a. A clear and accurate description of the technical requirements for the materials, products or services to be procured. Such a description shall not contain features, which unduly restrict competition.
 - b. Requirements, which the bidder/officer must fulfil, and all other factors to be used in evaluating bids or proposals
 - c. The specific features of “brand name or equal” description that bidders are required to meet when such items are included in the solicitation and are required by donor organization.
 - d. Some form of cost or price analysis shall be made and documented in the procurement files in connection with every procurement action. Price analysis may be accomplished in various ways. Cost analysis is the review and evaluation of each element of cost to determine reasonableness and allow ability.
- 3) Preference, to the extent practical and economically feasible, of products and services that conserve natural resources and protect the environment and are energy efficient.

Article 29. Filing Policy

Procurement records and files shall include the following at a minimum:

- a. Goods or services specifications designed by ISR;
- b. Basis for contractor selection, documenting competitive bid process and at least three bids from different contractors;

- c. Justification for lack of competition when competitive bids or offers are not obtained;
- d. Record of purchase including invoices, bills, etc.; and
- e. In cases where the lowest bid is not accepted, for example, because of inferior quality, a brief written explanation.

Article 30. Definition of a Capital Asset

- 1) In order to comply with accounting standards, ISR records certain tangible property as capital assets and depreciates their total cost of these assets over their estimated useful lives (except land).
- 2) ISR defines a capital asset as tangible property that meets all three of the following requirements:
 - a. Total cost, including tax, shipping, duty, installation, etc of GEL 150 or more;
 - b. Legal title to the asset is in the name of ISR;
 - c. The asset has a useful life of more than one year.
- 3) Capital Assets should be accounted in special logbook, indicating their name, price, location and the person in charge;
- 4) In case of impossibility of defining the exact price of the facility (considering the expiration of validity period) is recommended to indicate the market price.
- 5) Assets located in the regions (if such exist) should be accounted in a separate logbook.

ATTACHMENT N1
Payment Request Form

Institute for Strategic Research

Payment Requesting Employee Requisites

<i>Name, Last Name</i>	
<i>Title</i>	
<i>Program/Administration</i>	

Payment Amount 0

Form of Payment	Wire Transfer		Cash	
------------------------	---------------	--	------	--

Basis for Payment Request:

Cost Description	Amount	Vendor Name	Invoice Number	Project
Total	0			

Signature of Requesting Employee

Date

Signature of Program Manager

Date

Signature of Financial Office

Date

ATTACHMENT N2

Advance Receipt

Institute for Strategic Research

Cash Requesting Employee Requisites

<i>Name, Last Name</i>	
<i>Title</i>	
<i>Program/Administration</i>	

Total Amount to be Reimbursed 0

Basis for Purchase Request

Cost Description	Item Price	Quantity	Amount
		Total	0

Signature of Requesting Employee _____ Date _____

Signature of Program Manager _____ Date _____

Signature of Financial Office _____ Date _____

ATTACHMENT N3

Purchase Request Form

Institute for Strategic Research

Purchase Requesting Employee Requisites

<i>Name, Last Name</i>	
<i>Title</i>	
<i>Program/Administration</i>	

Total Requested Amount **0**

Basis for Purchase Request

Cost Description	Item Price	Quantity	Presumable Amount
		Total	0

Signature of Requesting Employee

Date

Signature of Program Manager

Date

Signature of Financial Office

Date

ATTACHMENT N4
Cash Reconciliation Report

Period

Currency

	Date	Cash Balance	Electronic Balance	Cashier Financial Signature	Manager Signature	Executive Director Signature
<i>First Week</i>						
- Cash Count 1						
- Cash Count 2						
<i>Second Week</i>						
- Cash Count 1						
- Cash Count 2						
<i>Third Week</i>						
- Cash Count 1						
- Cash Count 2						
<i>Fourth Week</i>						
- Cash Count 1						
- Cash Count 2						
<i>Random Cash Count</i>						

ATTACHMENT N5 (a)

Salary form (p1)

N	Name	Belongs to	Program	Gross	Income Tax	Net	Account #	Transaction I	Transaction II	Health Insurance	Cash	Signature

ATTACHMENT N5 (b)

Salary form (p2)

Salary form #
amount 0 GEL 0 Tetri
0.00
The head of organization
Accountant

Organization -

Taxation form N

date
Paid 0.00
0 GEL 0 Tetri

Accountant

date

ATTACHMENT N6

INVITATION FOR BID

R/U Institute for Strategic Research

Identification Code

Address:

Bank:

Bank Code:

Account

Vendor

Address

Phone:

Contact Person:

Attachment

	Description	Item Price	Quantity	Price	Delivery Time	Warranty Period	Terms of Payment	Other
1								
2								
3								

Vendor Signature

Date stamp

ATTACHMENT N7

Bid Analysis Sheet

Date
Description of
Goods

	Vendor	Proposed Price	Delivery Time	Warranty Period	Terms of Payment	Other	Comments
1							
2							
3							

Contract Winning Vendor	
--------------------------------	--

Basis for Decision

Members of Tender Commission

Administrator Signature -----

Program Manager Signature -----

Financial Manager Signature -----

Executive Director Signature -----

Date: