

Statement of good control practices		Not established		Well established		Score
1 Budget preparation and monitoring	Agency budget is formulated annually based on budgets for individual programs, services and central administration.	0	1	2	3	4
	Budget checks are performed before spending or hiring to prevent over-budget.	0	1	2	3	4
	Annual budget is compared against the actual financial position at least quarterly to identify significant variance and understand their root cause.	0	1	2	3	4
	Important changes to operations (e.g. addition, cancellation of key activities) are updated and reflected in the annual budget.	0	1	2	3	4
2 Income processing and management	Custody of received income and keeping of corresponding accounting records are performed by different persons.	0	1	2	3	4
	Cash or cheque received are locked securely where bank-in are arranged as soon as practicable or upon reaching a defined threshold.	0	1	2	3	4
	Surprise cash counts are performed by an independent party who is not involved in the custody of cash/ cheques.	0	1	2	3	4
	Transactions in bank statements are reconciled at least monthly against accounting records of income received.	0	1	2	3	4
3 Payroll processing and adjustments	Payroll amount and details (e.g. bank account/ payee name) are independently checked by a separate person before they are processed.	0	1	2	3	4
	Salaries are paid to staff within 7 days from the end of the wage period, and MPF contribution is paid for monthly-paid staff on or before the 10th of each month.	0	1	2	3	4
	Part-time staff's payroll amounts are compared to the relevant supporting documents (e.g. attendance sheet/ number of class) for identification of discrepancies.	0	1	2	3	4
	Performance of staff is assessed at least annually and reflected in payroll adjustment.	0	1	2	3	4
4 Procurement of goods and services	Approval from required authority based on expected purchase value is obtained before an order is placed to a vendor.	0	1	2	3	4
	Quotations are obtained for comparison of price and before a vendor is selected.	0	1	2	3	4
	Quotations obtained, rationale for selection and approval from management are documented and retained.	0	1	2	3	4
	Invoices are checked against goods/ services received and order placed to the vendor before payments are settled.	0	1	2	3	4