



STANDARD OPERATING PROCEDURE (SOP)

FOR

BEDC PAYMENT WORKFLOW

FINANCE AND ACCOUNT

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1. DOCUMENT DETAILS

Document Name	BEDC Payment Workflow	
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2. DOCUMENT APPROVAL DETAILS

S/N	AUTHORISING OFFICERS' ROLE	JOB TITLE	NAME	SIGNATURE	DATE
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5	Approval	MD/CEO	Deolu Ijose	1 Seof	15/09/200

Note: This sign-off authorizes the immediate implementation of this document.

3. TABLE OF CONTENT

I.DOCUMENT DETAILS	2
2.DEPARTMENT APPROVAL DETAILS	2
3.TABLE OF CONTENT	
4.STANDARD OPERATING PROCEDURE (SOP)	5
4.1 DEFINITION OF TERMINOLOGIES	5
4.2 PURPOSE	6
4.3 SCOPE	
4.4 PREREQUISITES/REQUIREMENT	6
4.5 RESPONSIBILITIES	
4.6 WORKFLOW	
4.6.1 Staff Remuneration	7
4.6.2 Process Owners	
4.6.3 Procedures	
4.7 FLOW CHART: EMPLOYEE REMUNERATION	9
4.8 WORKFLOW	
4.8.1 Cash Advance to Employee	10
4.8.2 Process Owners	10
4.8.3 Procedures	
4.9 FLOW CHART: CASH ADVANCE TO EMPLOYEE	12
4.10 WORKFLOW	13
4.10.1 Regional/Business Unit Imprest Disbursement	13
4.10.2 Process Owners	13
4.10.3 Procedures	13
4.11 FLOW CHART: REGIONAL/BU IMPREST DISBURSEMENT	15
4.12 WORKFLOW	16
4.12.1 Employees' SOE Reimbursement	
4.12.2 Process Owners	16
4.12.3 Procedures	16
4.13 FLOW CHART: EMPLOYEE (SOE) REIMBURSEMENT	19
4.14 WORKFLOW	
4.14.1 Regional/Business Units Operational Cost Paid by Head Office	20
4.14.2 Process Owners	20
4.14.3 Procedures	20
4.15 FLOW CHART: RH/BU OPERATIONAL COST PAID BY HEAD OFFICE	22
4.16 WORKFLOW	23
4.16.1 Suppliers/Vendor/Contractor	23
4.16.2 Process Owners	23
4.16.3 Procedures	23
4.17 FLOW CHART: SUPPLIER/VENDOR	26

4.18 WORKFLOW	27
4.18.1 Aggregators	27
4.18.2 Process Owners	
4.18.3 Procedures	27
4.19 FLOW CHART: AGGREGATORS	29
4.20 WORKFLOW	30
4.20.1 Statutory and other Deductions	30
4.20.1.1 From Payroll	
4.20.2 Process Owners	
4.20.3 Procedures	30
4.21 FLOW CHART: STATUTORY DEDUCTION - PAYROLL	
4.22 WORKFLOW	
4.22.1 Statutory and other Deductions	33
4.22.1.1 WHT Tax Deduction	33
4.22.3 Procedures	
4.23 FLOW CHART: WHT STATUTORY DEDUCTION	
4.24 WORKFLOW	
4.24.1 Imprest Funding for Regions/Business Units	
4.24.2 Process Owners	
4.24.3 Procedures	
4.25 FLOW CHART: BU/REGIONAL IMPREST FUNDING	38
5 PPRC MEMBERS RATIFICATION	39

4. STANDARD OPERATING PROCEDURE (SOP)

4.1 **DEFINITION OF TERMINOLOGIES**

ACRONYM	MEANING
AP	Account Payable
MD/CEO	Managing Director/Chief Executive Officer
CFO	Chief Financial Officer
CIA	Chief Internal Auditor
RRR	Remita, Retrieval Reference
SOE	Statement of Expenses
FC	Financial Controller
HOD	Head of Department
ННСМ	Head of Human Capital Management
НСМ	Human Capital Management
SRA	Store Received Advise
LPO	Local Purchase Order
WO	Work Order
сос	Certificate of Completion
WHT	Withholding Tax
NHF	National Housing fund
ITF	Industrial Trust Fund
NSITF	National Social Insurance Trust Fund
PAYE	Pay As You Earn
МТВ	Management Tender Board
CRCM	Chief Revenue Cycle Manager
ER	Employee' Expenses Reimbursement
SOP	Standard Operating Procedure
CA	Cash Advance
SR	Staff Remuneration.
RH	Regional Head
ВМ	Business Manager
ссо	Chief Commercial Officer

4.2 PURPOSE

The purpose of this payment process is to establish clear guidelines and procedures to ensure the following:

- I. Ensure compliance with internal controls, policy, and regulation.
- II. Ensure that accurate payments are made within the specified timeline.
- III. Maintain proper documentation and authorisation for all payments.
- IV. Minimize errors and discrepancies in the payment process

4.3 SCOPE

This SOP covers the following types of payments:

- I. Staff Remuneration
- II. Cash Advance to Employees
- III. Regional/Business Unit Imprest Disbursement
- IV. Employees' Statement of Expenses Reimbursement
- V. Regional Expenses paid by the Head Office
- VI. Suppliers/Vendors/Contractors
- VII. Aggregators
- VIII. Statutory and other salary deductions
 - IX. Imprest Funding for Regions

4.4 PREREQUISITES/REQUIREMENT

Tools needed for effective performance are:

- I. Adequate manpower
- II. Functional Tally ERP (Accounting Software)
- III. Stationery
- IV. Functional Printer
- V. Internet Facility
- VI. Official vehicle for banking operation and audit verification

4.5 RESPONSIBILITIES

The CFO is responsible for the review and implementation of this SOP.

4.6 WORKFLOW

4.6.1 Staff Remuneration

4.6.2 Process Owners

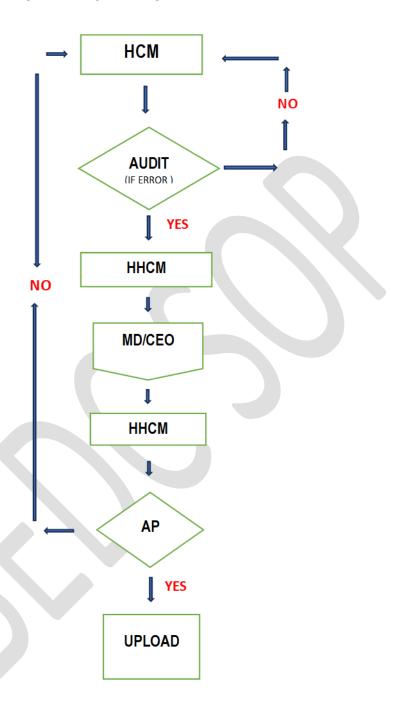
WORKFLOW ACROYNYM	SOURCES OF DATA	INITIATORS DESIGNATION		2ND LEVEL APPROVAL	PROCESSED BY
SR	Email/Hard Copy	HCM	CIA	MD/CEO	AP

4.6.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Staff Remuneration: This is the process of posting, collating, reviewing, approving, and processing the monthly salary for staff.	HCM, AUDIT, AP	10 th to 25 th of monthly (except weekend/holidays)
Documentation and approval required	 Audited payroll and approved by management Soft copy (MS Excel) of the approved payroll 	НСМ	24 th of every month
	The HCM shall forward the payroll via email for audit review.	НСМ	12 [™] day of every month.
Procedure	The internal audit reviews, concur and sends the documents back to HHCM via email with the CFO in copy. At this stage, it is expected that Audit and HCM must have cleared all issues that may arise within the review window.	Audit	19 th day of every month
	HHCM mails the entire payroll details to the MD/CEO and prints the summary page of the payroll, signs, and circularises to obtain approval from the CIA, CFO, and MD/CEO.	HCM & MD/CEO	20 th day of every month

	ngement-approved payroll h AP via email.	НСМ	21st of every month
l.	AP reviews the document for accuracy and completeness.	АР	
II.	However, if there is any observed error that can affect the payment, the document will be returned to the HCM via email with the internal audit department in copy for correction.	АР	21st – 23 rd of every month (I-III)
III.	AP uploads payment and notifies the authorised signatories via email for final approval on the payment platform.	АР	
committe authorise process o resolve pl	d uploaded should be FULLY d and not partial by the d signatories to ease the f bank reconciliation and atform glitches. schedules should be d.	CFO, HHCM	24 th -25 th of every month

4.7 FLOW CHART: EMPLOYEE REMUNERATION



4.8 WORKFLOW

4.8.1 Cash Advance to Employee

4.8.2 Process Owners

WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
CA	Original hard	User department	HOD (with	CIA &	AP
	copy and		direct report	MD/CEO	
	soft copy; for		line to MD)		
	soft copy,				
	this must be				
	approved by				
	the head of				
	the user				
	department				
	and audit.				

4.8.3 Procedures

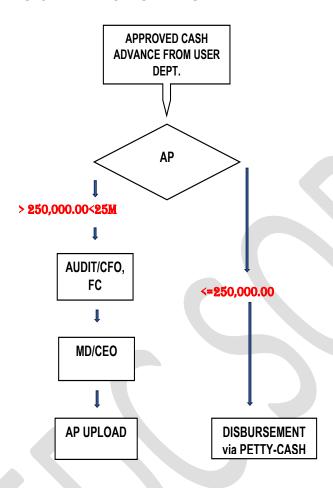
ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Cash advance is granted to staff to carry out official related functions within a specified time. Such advance is retired within 7 working days after completion of the exercise. Failure to do this, the cash advance will be deducted from the recipient's salary.	Finance	1 day
Documentation and approval required	Approved hard copy of cash advance; for soft copy, this must be approved by the head of the user department and audit.	User department	N/A
I. The user department presents a hard copy of an already approved cash advance to AP for processing.		User department	N/A Within 24 hours

II.	AP reviews the cash advance for payment processing. For cash advances of less or equal to N500,000.00, AP processes and disburses payment within 24 hours via petty cash.	AP, Audit, CFO and CIA	Immediately
IV.	For cash advances that are greater than N500,000.00, AP prepares a payment voucher and payment mandate and sends them to the internal audit for	AP	2 days
V.	review. Internal audit reviews the payment vouchers and mandates and returns them	Audit MD/CEO, AP CFO,	1 day
VI.	back to AP. AP presents the payment voucher and mandates to the CFO, FC, and MD/CEO	and HHCM AP, CFO, and	Immediately Immediately
VII.	for approval. AP uploads the approved payment mandates and notifies the CFO and HHCM via mail for authorisation.	HHCM	,

Approval Limit

- i. All cash advances whose direct beneficiaries are Chiefs or HODs that have a direct reporting line to the MD/CEO shall be approved by the MD/CEO or his/her designate.
- ii. All cash advances less than or equal to N100,000 from departments whose HODs have direct reporting lines to MD/CEO shall be approved by the HOD with concurrence from the CIA prior to processing.
- iii. All cash advances less than or equal to N500,000 shall be approved by the functional Chief with the CIA's concurrence prior to processing.
- iv. All cash advances that are above N500,000 shall be approved by the MD/CEO with the CIA's concurrence prior to processing.
- v. All cash advances from the audit department, irrespective of the amount, shall be approved by the CIA with the concurrence of the MD/CEO or his/her designate.

4.9 FLOW CHART: CASH ADVANCE TO EMPLOYEE



4.10 WORKFLOW

4.10.1 Regional/Business Unit Imprest Disbursement

4.10.2 Process Owners

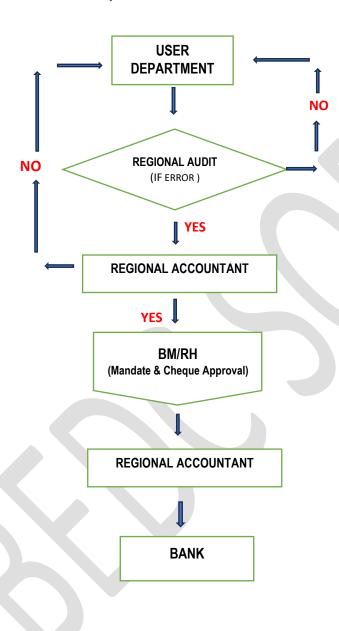
WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
	Original CA,				
	SOE, or				
Disbursement	Memo must	User department	Regional	BM/RH	Regional
by	be approved		Auditor		Accountant
Regions/BUs	by the Head				
	of User				
	Department				
	and Audit.				

4.10.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Regional/BUs" disbursement is ether through CA, SOE, or Memo for third parties.	Finance	Within 3 days of approval of CA, SOE or Memo
Documentation and approval required	Duly approved hard copy of CA, SOE, or Memo	Responsible staff	N/A
	Employees must submit a CA, memo, or SOE form with relevant supporting documents. The purpose of the expenses must be clearly stated and approved.	User Department, HOD	Within 3 days of application.
Procedure	Approved CA, memo, or SOE shall be submitted to the regional audit department for review and concurrence. The audited document shall be submitted to Finance for processing for payment; the regional accountant shall prepare a payment voucher with the payment mandate and submit it to the		Same day
			Within 1 day

	internal audit department for review the same day.		
	Finance obtains approval of the mandate.	Finance, RH/BM	Immediately
	However, if there is any observed error by the regional accountant, the document shall be returned to the document owner for correction.	Finance	Within 1 day
	The Regional Accountant shall: I. raise cheque for the mandate, which he/she signs and obtains the signature of the BM/RH. II. takes the mandate and signed cheque to the bank for payment.	Finance. BM/RH Finance	1 day (I-II)

4.11 FLOW CHART: REGIONAL/BU IMPREST DISBURSEMENT



4.12 WORKFLOW

4.12.1 Employees' SOE Reimbursement

4.12.2 Process Owners

WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
ER	Original SOE,	User department	HOD (with	CIA &	AP
	for soft copy,		direct	MD/CEO	
	this must be		reporting		
	approved by		line to MD)		
	the head of				
	the user				
	department				
	and audit.				

4.12.3 Procedures

ACTIVITY		DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	of expens	es' reimbursement is a refund ses incurred by staff on behalf mpany that were not granted erspent CA.	Finance	Within 3 days of approval of SOE
Documentation and approval required	Duly approved hard copy of SOE		Responsible staff	N/A
Procedure	1.	Employees must submit a SOE form with relevant supporting documents. The purpose of the expenses incurred must be clearly stated and approved. Approved SOE shall be	User Department, HOD	
		submitted to the audit		

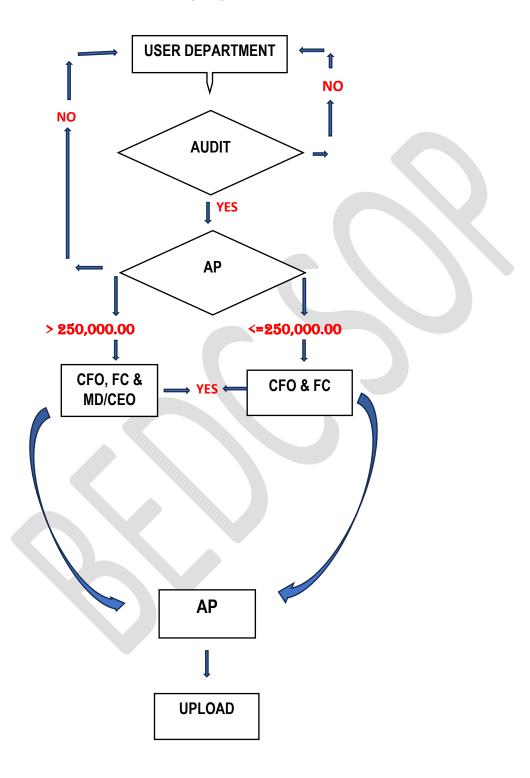
III.	department for review and concurrence. The audited document shall be submitted to AP for processing of payment; AP shall prepare a payment voucher with the payment mandate and submit it to the internal audit department for review the same day.	User department, HOD, CIA, CFO and MD/CEO Audit and AP	Within 3 days (I-IV)
IV.	AP obtains approval of the mandate.		
by the into	if there is any observed error ernal audit or AP, the shall be returned to the owner for correction.	AP	Immediately
authorized	s payment and notifies the d signatories via email for oval on the payment	AP, CFO, HHCM	Within 1 day
committed authorised the process resolve pla	payments should be d in full and not partial by the d signatories. This is to ease as of bank reconciliation and atform glitches. Final tion should be same day.	АР	1 day
	off time for submission of ss for payment to AP is 3 pm.	CFO and HHCM	Before the expiration of the 3 days

Approval Limit

i. All SOEs whose direct beneficiaries are Chiefs or HODs that have a direct reporting line to the MD/CEO shall be approved by the MD/CEO or his/her designate.

- ii. All SOEs less than or equal to N100,000 from departments whose HODs have direct reporting lines to MD/CEO shall be approved by the HOD with concurrence from the CIA prior to processing.
- iii. All c SOEs less than or equal to N500,000 shall be approved by the functional Chief with the CIA's concurrence prior to processing.
- iv. All SOEs that are above N500,000 shall be approved by the MD/CEO with the CIA's concurrence prior to processing.
- v. All SOEs from the audit department, irrespective of the amount, shall be approved by the CIA with the concurrence of the MD/CEO or his/her designate.

4.13 FLOW CHART: EMPLOYEE (SOE) REIMBURSEMENT



4.14 WORKFLOW

4.14.1 Regional/Business Units Operational Cost Paid by Head Office

4.14.2 Process Owners

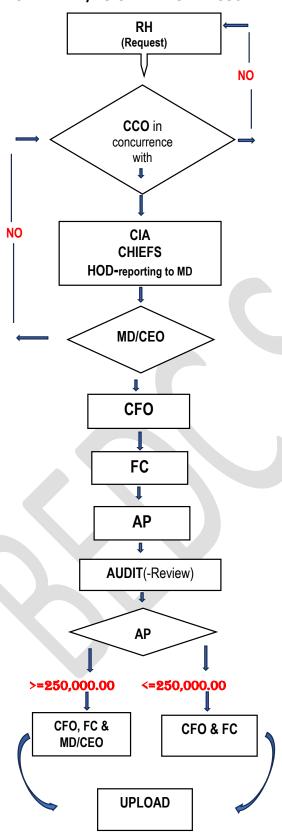
WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
Request	E-mail	RH	HOD	CIA &	AP
				MD/CEO	

4.14.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Payment from head office to regions/business units which is outside their approved monthly imprest. User department, HOD (MD's direct reporting line) CCO, CIA & MD/CEO		Within 4 days of request.
Documentation and approval required	Payment by head office to regions/business units outside their approved monthly imprest.	Region/Business unit	Within 4 days after MD's approval.
	The RH of the region makes a request via hard copy/email to the CCO/departmental chief/HOD with a direct reporting line to the MD/CEO.	RH	N/A
Procedure	CCO concurs to the request or declines the request and obtains the concurrence of the CIA and departmental chief/HOD with a direct reporting line to MD/CEO.	CCO, and CIA, Departmental Chief/HOD	N/A
	Forward the request to MD/CEO for approval.	ссо	Immediate
	MD/CEO approves or declines and instructs CFO to process for payment or return the document to CCO.	MD/CEO	2 days

CFO instruct FC and AP to process for payment.	CFO	1 day
AP raises payment voucher and payment mandate and takes to audit.	АР	1 day
Audit reviews for concurrence and returns the document back to AP.	Audit	1 day
If the amount is below or equal to N250,000, CFO and CIA approve for payment; if it's above N250, 000, MD/CEO approve.	CFO/CIA/MD/CEO	
AP uploads payment.	AP	

4.15 FLOW CHART: RH/BU OPERATIONAL COST PAID BY HEAD OFFICE



4.16 WORKFLOW

4.16.1 Suppliers/Vendor/Contractor

4.16.2 Process Owners

WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
Vendors/Suppliers	Hard copy	User department	HOD	CIA & MD/CEO	AP

4.16.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Payments made to vendors and contractors that supply materials and carry out construction work for the company. The payment should include all statutory deductions.	Finance	N/A
Documentation and approval required	Original signed copies of the following: SRA, invoice, waybill/delivery note, copies of the tender and vendor selection process, LPO/WO, work completion certificate, COC of meter installation, schedule of meter ID numbers, etc.	User department	N/A

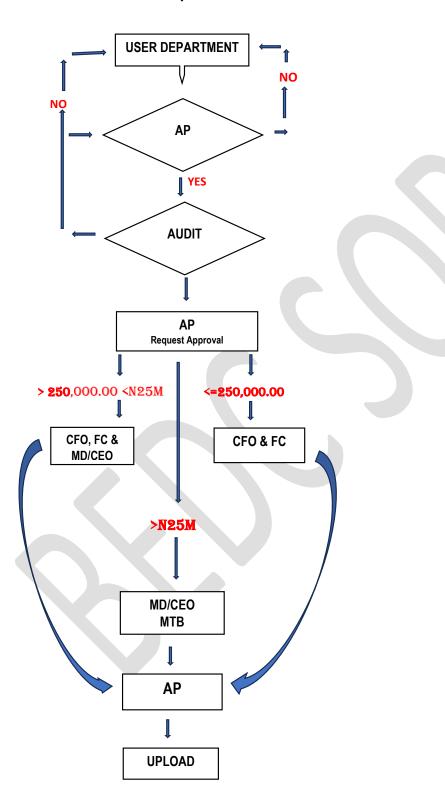
	The user department shall submit the following fully approved documents as stated above.	User Department, HOD	N/A
	Finance shall be notified upon the issuance of LPO/WO to the vendor at least 10 working days before the payment date for cash flow management and payment plan.	User department,	N/A
	Upon completion of the job, relevant documents should be submitted to AP for review of completeness, accuracy, and payment processing.		Immediately
Procedure	I. Where there is any observed omitted document(s), errors, or inconsistencies, the documents shall be returned to the user	AP	2 days to payment date (I-IV)
Troccure	department for regularisation. II. However, where a document is returned to the user department for inconsistency, the 7 working-day payment period shall not apply until the document is rectified and resubmitted.	АР	
	III. AP shall review the documents to ensure that the contract value and VAT are well calculated and disclosed and also understand the terms of the contract and payment terms.	АР	

IV. AP shall prepare a payment voucher with the payment mandate and submit it to the Internal Audit department for review and concurrence.	АР	
The internal audit shall carry out the verification of the service/supply of the job done, then review the payment voucher and payment mandate.	Audit	3 days to payment date
AP shall present the audit-approved payment mandate to the CFO, FC, and MD/CEO as applicable for review and concurrence.	AP	Immediately
The mandate shall get to AP and AP upload payments and notify the authorised signatories via mail for final authorisation in the payment platform.	AP	2 days to payment date
Payments uploaded should be FULLY committed and not partial, by the authorised signatories to ease the process of bank reconciliation and resolve platform glitches, and final authorisation should be same day.	СГО/ННСМ	Immediately

Approval Limit:

- I. All vendor invoices less than or equal to N250,000 shall be approved by the functional chief with CIA concurrence prior to processing.
- II. All vendor from audit dept irrespective of the amount shall be approved by the CIA with the concurrence of the MD/CEO or his/her designate.
- III. All vendor invoices that is above N250,000 shall be approved by the MD/CEO with functional chiefs and CIA concurrence, prior to processing.
- IV. While contract value above N25,000,000 requires the approval of MTB.

4.17 FLOW CHART: SUPPLIER/VENDOR



4.18 WORKFLOW

4.18.1 Aggregators

4.18.2 Process Owners

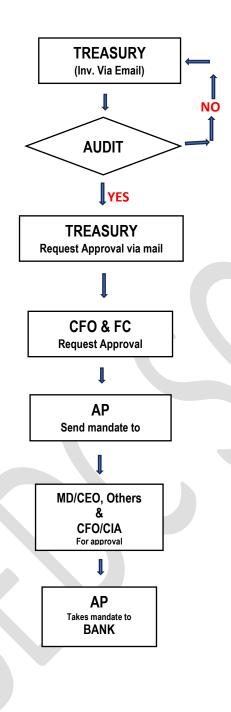
WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
Aggregators	Soft/hard copy of the invoice	Treasury department	FC	CIA, CFO, CRCM	АР

4.18.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Payment to the company's third-party collection agents.	Treasury Department, FC and CFO	Within 2 days of presenting their invoice.
Documentation and approval required	Invoices provided by aggregators.	Treasury department	N/A
	The Treasury Unit shall send copies of the invoices to Internal Audit via soft/hard copy for verification.	Treasury department	3 days on receipt of invoice
Procedure	The Internal Audit department reviews invoices for accuracy, completeness, and consistency with comparison with details of transactions for the period.	Audit	2 days to payment
	Audit-verified invoices shall be forwarded to the Treasury Unit in soft/hard copy with the CFO, FC, and CRCM.	Audit, CFO, FC, CRCM	2 days to payment
	Unverified invoices due to observed inconsistencies shall be returned to the Treasury Department via soft/hard copy immediately.	Audit	2 days to payment

The authenticated and verified invoices shall be sent to the CFO, FC, by the Treasury Unit via soft or hard copy immediately.	Treasury department	2 days to payment
FC shall send the audit-verified invoices to AP for processing for payment via soft/hard copy immediately.	FC	2 days to payment date
AP reviews documents for completeness and accuracy for payment processing.	AP	1 day to payment
AP shall prepare payment vouchers with the payment mandate and submit them to the CFO, CIA, and CRCM/HHCM for authorisation, at least 1 day before the payment date.	AP, CFO, CIA, CRCM/HHCM	1 day payment date
The authorised mandates shall be presented to the bank for payment.	AP	Immediately
All payment mandates going through the bank should have the CIA concurrence, like payments done through Auto-Pay.	CIA	Immediately

4.19 FLOW CHART: AGGREGATORS



4.20.1 Statutory and other Deductions **4.20.1.1** From Payroll

4.20.2 Process Owners

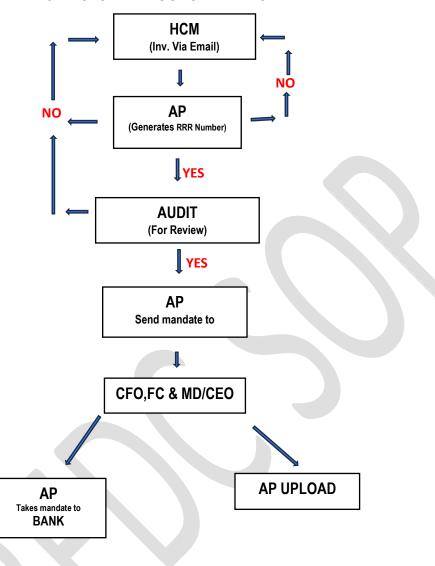
WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACRONYM.	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
Salary deductions	Audited and approved soft and hard copies	НСМ	AUDIT	MD/CEO	АР

4.20.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Payment made on salary deductions to respective bodies	HCM, AP, Audit, CFO, and MD/CEO	Within 10 days after payment of salary
Documentation and approval required	Audited and approved salary deductions.	HCM, AP, Audit, CFO, and MD/CEO	N/A
	The prepared document from HCM is submitted to AP for further processing.	НСМ	7 days after the payment of the salary
Procedure	I. Sort the deductions into their various classes, such as PAYE, PFA, NSITF, NHF, ITF, COOPERATIVES, UNIONS, etc.	АР	
	II. Check the documents for accuracy and completeness. AP analyses the deductions based on their various classes.	АР	3 days (I-VI)

III.	Prepare the various payment vouchers and payment mandates for internal audit review and concurrence.	АР	
IV.	Thereafter, obtain approval for the various payment mandates.	CFO and HHCM	
V.	Generate a 'Remita Retrieval Reference' number (RRR) at the Remita platform for deductions such as PAYE- Ekiti, NHF, NSITF, and ITF for payments that shall be physically taken to the bank.	Final Account	
VI.	Upload the various approved payments and notify the authorised signatories via mail for final approval on the payment platform.	АР	
committed authorised process of resolve pl	uploaded should be FULLY d and not partial by the d signatories to ease the f bank reconciliation and atform glitches, and final tion should be the same day.	CFO and HHCM	Immediately

4.21 FLOW CHART: STATUTORY DEDUCTION - PAYROLL



4.22 WORKFLOW

4.22.1 Statutory and other Deductions **4.22.1.1** WHT Tax Deduction

4.22.2 Process Owners

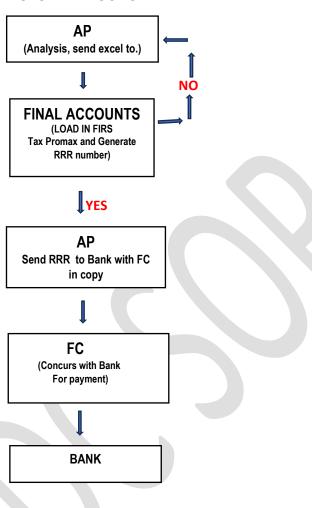
WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
WHT	Hard copy of paid	AP	FINAL	FC	AP
	invoices/WO/LPO		ACCOUNT		

4.22.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Payment made to contractors/vendors invoices due to government.	Final Account, AP and FC	5 days after the end the month
Documentation and approval required	Vendors mandate payment scheduled for the month. Vendors' payment vouchers Vendors' invoices/WO/LPO details	AP, Final Account and FC	N/A

	deduct	res a schedule of withholding tax tions for the month and ds it to final accounts.	АР	3 days after the end the month
	l.	Uploads the schedule into the FIRS Tax 'Promax' platform.	Final Account	
	II.	Generates the "Remita Retrieval Reference" number (RRR) and sends it to AP.	Final Account	2 days after the end of the month (I-V)
Procedure	III.	Forwards the RRR to the bank.	Final Account	
	IV.	Instructs the bank via email to make payment via the RRR-generated.	AP	
	v.	The bank forwards to AP a copy of the e-receipt as evidence of payment of the WHT deductions made.	FC	

4.23 FLOW CHART: WHT STATUTORY DEDUCTION



4.24 WORKFLOW

4.24.1 Imprest Funding for Regions/Business Units

4.24.2 Process Owners

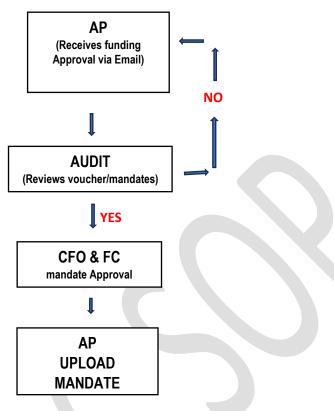
WORKFLOW	SOURCES OF	INITIATORS	1ST LEVEL	2ND LEVEL	PROCESSED
ACROYNYM	DATA	DESIGNATION	APPROVAL	APPROVAL	BY
Imprest	E-mail	CFO	Audit	CFO	AP

4.24.3 Procedures

ACTIVITY	DESCRIPTION	RESPONSIBILITY	TIMELINE
Overview	Funding from head office to regions and business units for operation.	CFO and MD/CEO	3 days after MD/CEO approval
Request for regions/business units by CFO to MD/CEO via email with an attached schedule indicating allocation to regions and BUs. Approval of request by MD/CEO.		CFO and MD/CEO	N/A
	Approved imprest funding shall be sent to the CFO, who sends it to FC.	CFO and MD/CEO	Within 24hrs
	Forward the approved request to AP immediately after MD/CEO's approval.	FC	Immediately
Procedure	Prepare a payment voucher with the payment mandate and submit it to the internal audit department for review and concurrence.	АР	Within 24hrs
	The audited document shall be submitted to AP for processing for payment.	Audit	Within 24hrs
	Approve the various payment mandates.	FC, CFO and MD/CEO	Within 24hrs

Uploads the various approved payments and notifies the authorised signatories via email for final approval on the payment platform the same day.	АР	Within 24hrs
Payments uploaded should be FULLY committed and not partial by the authorised signatories to ease the process of bank reconciliation and resolve platform glitches.	CFO and HHCM	Immediately

4.25 FLOW CHART: BU/REGIONAL IMPREST FUNDING



5 PPRC MEMBERS RATIFICATION

S/N	Name	Designation	Position	Signature	Date
1	Akinleye Ogunleye	ссо	Chairman		25/9/24.
2	Evwienure Agama	CFO	Member	Alibons	25/09/24
3	Collins Igwe	CRCM	Member		25/9/24
4	Gilbert Owoupele	CIA	Member		
5	Jonathan Lawani	сто	Member	Herring.	19/9/24
6	Opeoluwa Afolabi	Head, TS&CP	Member	3 Cal Jan	12/09/202
7	Felix Ndidi Nkeki	Head, GIS	Secretary	MH.	12/09/204