



CHART OF ACCOUNTS: A CRITICAL ELEMENT OF THE CHURCH FINANCIAL MANAGEMENT FRAMEWORK IN NIGERIA (A SURVEY OF SELECTED CHURCHES IN NASARAWA STATE, NIGERIA)

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ABSTRACT: *This paper discusses the subject of “best practices” for designing and implementing chart of accounts and how to put them into place in churches and ministries. The Chart of Accounts provides a critical financial management solution for churches and ministries whose administrative and economic infrastructure is obsolete, or has been destroyed through mismanagement of fund by unqualified staff. The paper adopts primary method to collect its data. Five church Denominations/Ministries were selected from available church Denominations and Ministries in Nasarawa state. The population per selected business is ERCC 20; ECWA 25; COCIN 20; Living seed (Peace House) 25; Word of God Ministry 10; were selected using the random sampling technique. Tables and simple percentages were used to analyze the data. The paper finds that not all the churches and ministries uses chart of accounts holistically in the preparation of their financial statements. Therefore, the paper recommended that a down-earth application of chart of accounts should be embraced by church denominations for efficiency and growth.*

KEYWORDS: Application, Chart, Church, Ministry, Financial Management, Nigeria

INTRODUCTION

All organizations, be it for-profit or not, need accurate bookkeeping and accounting, and chart of accounts to avoid negative consequences like fines, a damaged reputation, poor records keeping and even closing down. These repercussions tend to be magnified for nonprofit organizations especially churches and ministries; they face losing their tax-exempt status and credibility, which can prove devastating since the general public tends to hold churches, ministries and nonprofits to higher standards.

To protect an organization’s reputation and credibility, bookkeeping and accounting are crucial as well as the use of charts of accounts, even though they are not the same thing.

Churches have a lot to manage. As they strive to keep a good grasp on bookkeeping, future plans and the needs of their members, accounting and its charts can become an afterthought. Often, churches pay little or no attention to their financial records and its charts of accounts except during a time of crisis or when there is a notice of an upcoming audit.

The concept of chart of accounts is unique to church and Ministry organizations. The chart of accounts is defined as the complete list of all general ledger accounts for each fund within the congregation.



The chart of accounts for a small business is a plan. It is an index of all the accounts where the company files away its financial information. The chart of accounts is a listing of all the company's account names and numbers where it records its financial transactions. Therefore, you need to develop a chart of accounts before you can set up your general ledger. (Peavler R, 2017).

Statement of the Problem

Several religious organizations in Nigeria are now being faced with the problem of developing charts of accounts which helps the churches and ministries to prepare their financial statements. Churches and ministries in Nasarawa state are not an exception as most of them are incapacitated in terms of developing good charts of accounts. For good financial records keeping, there must be a well-developed charts accounts and financial reporting procedures which will lead to proper accountability and transparency in such organizations Based on this, this study is undertaken in order to assess the applicability of charts of accounts in religious organizations taken into consideration, some churches and ministries in Nasarawa state so as to know how the churches develop and use their charts of accounts and to proffers solutions that can improve the preparations of their financial Statements for better result.

Objectives of the Study

The main interest of this paper therefore is on the mechanism of developing charts of accounts that can influence the quality of financial report/information of churches and ministries operations in Nasarawa state. Other specific objectives include, to:

1. Know whether churches and ministries in Nasarawa state have charts of accounts in their organizations.
2. Determine the level to which churches and ministries in Nasarawa state develop and apply their charts of accounts.
3. Identify the role charts of accounts played in the financial management and preparation of financial statement of church and ministry organizations.

LITERATURE REVIEW

An Overview of Chart of Accounts

Recording and reporting financial information requires keeping a chronological log of transactions and events measured in monetary terms and classified and summarized in a useful format based on the business needs of the organization. This is achieved with the help of a Chart of Account. Raw data is not very useful until it has been appropriately classified and summarized into meaningful information by using an appropriate Chart of Account (COA). With a poorly designed Chart of Account, straightforward tasks such as the preparation of standard reports become onerous and often require human and spreadsheet intervention. It becomes difficult to retrieve and reconcile the required financial data and the financial reports become unreliable. Cooper J. and Pattanayak S. (2011).



According to Integrated Financial Management Information Systems (IFMIS), The Chart of Accounts (COA) represents the basic building block of any accounting system. The Chart of Accounts lists all accounts tracked by the system. Each account in the chart is assigned a unique identifier, or an account number, involving a series of information tags that denote certain things about the data being entered into the system.

According to Louis Berger Group and Development Alternatives, Inc (2008), the Chart of Accounts is integral to the success of any Integrated Financial Management Information Systems (IFMIS). Without an intelligently designed Chart of Accounts (COA), information cannot be stored or accessed properly. Designing an appropriate Chart of Accounts (COA) is not a difficult task, but obtaining the agreement of all parties is. Once there are more than a handful of stakeholders involved, then the task of reaching consensus can become virtually impossible.

Furthermore, the chart of accounts can be compromised by the frequent changes in leadership and priorities that are characteristic of most governments. There are constant pressures to restructure or re-shuffle administrative units or shift responsibility for programs each time there is an election or a minister is replaced. If the Chart of Accounts (COA) is not designed with the flexibility to accommodate these types of changes, then the Integrated Financial Management Information Systems (IFMIS) will almost certainly be thrown into disarray.

Charts of accounts are as important for the churches and ministries organizations operators as blood for the body.

In Rosemary P. 2017, a chart of account is a block of numbers is usually assigned to each of the categories that make up the chart of accounts and blank numbers are left at the end for additional accounts to be added in the future.

As a part of the accounting cycle, the chart of accounts is used in journal transactions can be categorized into five. They include:

1. Assets
2. Liabilities
3. Owner's Equity
4. Revenue
5. Expenses

The chart of accounts is organized by the order of each account's appearance in the financial statements, starting with the balance sheet and continuing with the income statement.

The first category on the chart of accounts is the Asset accounts. A business firm needs to personalize its chart of accounts and list. For example, there are accounts that will be on every company's chart of accounts such as Cash. Each business is different and when charting your asset accounts, you need to think about all the things your business owns and expects to own during the coming year.

Every business usually has two basic account groups for assets on its chart of accounts. The two basic categories are current assets and long-term assets.



The chart of accounts is part of the second function of the double entry accounting system- to organize financial transaction data. The chart of Accounts provides the organizational structure for another element the general ledger which summarizes the financial data and produces financial reports.

The chart of accounts is basically a list of descriptions used to answer transaction questions where did the money go? What was either gained or paid for by this exchange? Where did the money come from? What is the source of the value in this exchange? Each unique description is called an account one of the best features of the chart is that when you have a new type of transaction you can just add a new description (account).

The chart of accounts is really comprised of three things for each Account - an Accounts Number, a description and an Accounting type. The transactions and account balances are part of a ledger called general ledger.

The 7 basic Accounting types (in order) are:

1. Assets - Things you own.
2. Liabilities - Things you owe
3. Equity - Owners stake in company
4. Revenue - Income through sales of products of the business
5. Cost of Goods Sold - Costs to provide the service to manufacturer or acquire the product the business sells
6. Expenses - Things that are paid for that are consumable, they have no lasting value but are part of the cost of running a business.
7. Other Revenue and Expenses - Revenue and expenses that are unusual cases and are not directly related to the business product and are not costs of running a business. (Erin L. 2008)

The Chart of Account is the lynchpin of a government's accounting and reporting system and serves as a key tool to meet its business requirements.

The Chart of Account is a critical element of the public financial management (PFM) framework for classifying, recording and reporting information on financial plans, transactions and events in a systematic and consistent way. It is an organized and coded listing of all the individual accounts that are used to record transactions and make up the ledger system. In particular, it specifies how the financial transactions are recorded in a series of accounts that are required to be maintained to support the needs of various users/stakeholders. It also defines the scope and content of these accounts for capturing the relevant financial information. Cooper J and Pattanayak S (2011).

The chart of account provides a coding structure for the classification and recording of relevant financial information (both flows and stocks) within the financial management and reporting system. The classification structure should not only meet the legal and administrative requirements for budget management and financial reporting, but should also conform to certain international standards on financial and statistical reporting for budget management purposes, the Chart of Account should meet the requirements of planning,



controlling and reporting of budgetary allocations/appropriations as well as internal management needs of budget units and/or cost centers. J. Cooper and S. Pattanayak (2011).

Key Factors for the Design of a Chart of Account

Designing a Chart of Account is one of the first, if not the first, task that is performed when setting up a budgeting and its associated accounting and financial reporting systems. The Chart of Account should seek to meet the information/reporting requirements of all stakeholders who all have varying roles and responsibilities and require financial and non-financial data for a variety of purposes. The definition, use and maintenance (over time) of the Chart of Account segments are critical to ensure data integrity and usefulness of reports coming out of the financial accounting and reporting system. J. Cooper and S. Pattanayak (2011)

Core Principles for Effective Development, Implementation and Maintenance of a Chart of Account

- **Comprehensiveness.** The COA should be comprehensive enough to capture all the required/relevant information and it needs to reflect not only the budget framework but also the accounting framework.
- **Adequate Granularity.** The segments and sub-segments of the COA should be designed to facilitate many possible combinations of data elements necessary for control and reporting purposes.
- **Mutual Exclusiveness.** The COA segments and their attributes should be defined in a way to make them mutually exclusive and avoid confusion in transaction recording and reporting.
- **Avoiding Redundancy.** There is no need for an independent segment in the COA if the related information could be derived from another segment. Where there are multiple classifications, it is useful to explore the relationships between those classifications.
- **Internal Consistency.** The logic applied in designing the hierarchical structure of COA segments should be internally consistent. Using a consistent numbering system and structure helps make the chart user friendly and reduces the chance of coding errors.
- **Unified Framework.** Sometimes individual accounting units are allowed certain flexibility in developing their own specific accounting codes at a more detailed level to capture/record specific information.
- **Scalability.** The Chart of Account should allow flexibility for future additions and changes as far as possible. It should provide for capturing additional information in future, particularly when such information has been anticipated/identified as part of an ongoing Public financial management FM reform program. J. Cooper and S. Pattanayak (2011).

Key Steps in Developing a Chart of Account

The development and implementation of a Chart of Account should involve the following key steps.



- i. The COA can only be properly configured after a comprehensive business needs analysis has been undertaken.
- ii. The primary classifications that are essential for controlling, managing and reporting on the implementation of budget should be adhere to.
- iii. The COA segments and the hierarchical levels within each segment should be defined.

A chart of accounts is simply a list of the accounts and numbers you set up to use in your accounting system. It is the foundation for your entire accounting system, (Steven B. 2017) Even though each organization's chart of accounts is unique, most nonprofit and churches use a universal numbering system to avoid confusion for your staff, bookkeepers, accountants, and financial institutions. Account numbers are often five or more digits in length with each digit representing a division of the company, the department, the type of account, etc.

Chart of accounts is important as it is the foundation of your entire accounting system. It is always advisable to start out simple chart of accounts and only with the accounts they are currently using as is definitely a "work in progress". (Steven B. 2017).

Tips on Building a Good Chart of Accounts (COA)

- It is a lot easier to add accounts than to delete them
- Don't use specific names such as ABC dues, Drop box, and Amazon Prime instead use generic account names such as "Dues and Subscriptions".
- In most accounting software, you can run vendor reports to get more details.
- Use sub accounts! In most software you can use sub accounts to detail donations and expenses out and then collapse those accounts to run more generalized reports. An example of that would be Utilities.
- Use tags in Aplos to designate and identify certain things you want to temporarily track (instead of building multiple funds (<https://www.iconcmo.com>))

Coding

In Bean Counter's Dave M. defined chart of code as numbers, letters, or a combination of letters and numbers (alphanumeric) that is used to represent, identify, and organize something. The code itself, the numbers, letters, or combination of letters and numbers is usually meaningless. The code gets its meaning when it is assigned or related to something (object) such as a document (invoice number), employee, product, account, etc. In accounting, one of the main uses of codes is to identify accounts. Account Codes can be numeric (numbers), alpha (letters of the alphabet), or alphanumeric (combination of numbers and letters).

Setting up and assigning your codes to the accounts, whether for a manual or computerized system, is the most critical and often the most time consuming and confusing step in establishing and setting up your chart of accounts. Dave M.



Types of Coding Systems and their Structure

Bean Counter's Dave Marshal explores the different types of Coding Systems and how they relate to accounting and the chart of accounts as follows.

- (a) **Sequential:** Consecutive numbers are assigned to uniquely identify something. As related to accounting, this something is normally documents. The consecutive numbers are assigned to documents such as checks, invoices, purchase orders, receiving reports, customer payments, etc. in order to control and identify specific documents. Preprinted forms such as checks or customer invoices with the numbers 0001 thru 9999 assigned are examples of using a sequential coding system.
- (b) **Blocks or Groups:** Block codes use characters (numbers and/or letters) to assign or organize something into special unique groups or categories. The block is actually a range (block) of characters that uniquely identify something. Block codes usually have a fixed length.
- (c) **Hierarchical:** Structure that resembles an upside down tree structure: Information is classified and grouped into successive levels or layers. I say upside down tree because the root of the tree begins at the top and the tree branches go downward while a normal tree structure has its root at the bottom and the branches go upward. Some examples of this type of structure are a company's organization chart and an ancestry chart. The structure depends on defining parent and child relationships.
- (d) **Mnemonic:** Mnemonic means something that aids the memory. Mnemonic coding systems use letters and/or numbers as an aid for identifying and remembering something. If you recall, I mentioned earlier that most codes are **meaningless by themselves**. This is an **exception**. This is a code that conveys meaning by itself. An abbreviation that we commonly use is an excellent example of using mnemonic codes.
- (e) **Faceted:** Alphabetic characters and/or numbers are often used to identify pieces of information called facets that can also be used to define accounts. Each facet is a piece of information. The facets are combined like building blocks to construct an account: A faceted code is one that is made up of group or category codes (code segments) each of which identifies a unit of information. In constructing a faceted chart of accounts, the complete account code is actually made up of many mini-codes (facets). Each mini-code (facet) tells us something about the account.
- (f) **Combination Coding System:** While it might appear that you have to select one type of coding system to use for your chart of accounts this is not necessarily the case. Unless the accounting software you plan on using dictates a specific coding system that has to be used, you can use numbers and/or alphanumeric characters and a combination of hierarchical codes, block codes, faceted codes, and mnemonic codes to develop your chart of accounts.

Chart of Accounts Important

Anand (2004) highlight the following as the important of chart of account.

- i. A chart of accounts is a tool for gathering and organizing information.



- ii. The chart of accounts is the Foundation that your financial record keeping system is built upon.
- iii. Chart of Accounts use with Accounting & Bookkeeping Software

Benefits of Common Chart of Account

Some of the Benefits of using common chart of accounts according to Anand (2004) are as follows

- a. Drives consistency of reported information across business units and ensures compatibility.
- b. Reduce the effort to consolidate information to satisfy management requests.
- c. Reduces reconciliation procedures.
- d. provides easier benchmarking between different business unit/ territories
- e. Allows ability to leverage staff between different business units
- f. reduces learning curve due to commonality
- g. Provides a frame work to introduce financial shared services

According to Melanie P. (2014), reviewing the chart of accounts is one of the most important exercises involved in a major ERP software implementation. The function is so valuable; it should be done every year well, not exactly, but almost. Chart of accounts cleanup is onerous only when it has been let slide for several years.

Chart of Account an Invaluable Tool

Keeping the chart of accounts up to date and in sync with the organization's operating structure remains an essential part of efficient and effective government operations. When evaluating how best to allocate scarce resources among unlimited demands, efficiency is nearly always at the heart of the conversation. Reviewing the chart of accounts focuses attention on how the financial management system, both technological and human resources, serves the organization. Melanie P. (2014).

The chart of accounts remains an obscure back office relic instead of an invaluable tool for regular use. A factor that complicates our understanding and use of the chart of accounts is that it has evolved over time and, from a software perspective, without control. Rarely can an account or program be deleted from the software, even though it is no longer needed or useful.

Linking the jurisdiction's organizational chart to the chart of accounts forces participants to consciously decide that a structure should or should not continue - a fact-based alternative to the "because we've always done it this way" principle. Making sure that the organizational structure serves the best interests of both the community and the jurisdiction provides great benefits.

Making sure that the structure is as efficient and most effective it can be, within consciously determined requirements, establishes a protocol for more disciplined evolution

Unfortunately, many software applications fall short when it comes to the most important aspects of having accurate accounting records and providing the reports required by the Financial Accounting Standards Board (FASB). Rosemary P. (2017).



RESEARCH METHODS

The survey research method was adopted in this study on Chart of accounts: A Critical Element of the Church Financial Management Framework in Nigeria.

This study was designed to investigate the effectiveness of development and application of chart of accounts among Nigerian church and ministry organizations with particular to Nasarawa state. The population per selected church denomination is ERCC 20; ECWA 25; COCIN 20; Living seed (Peace House) 25; Word of God Ministry 10; were selected using the random sampling technique.

Data were collated from church founders/pastors/priests, accountants and randomly selected members of the congregation. Sampled churches were recognized through information gathered from the local Christian Association of Nigeria (CAN) Nasarawa state chapter. The collected data were analyzed statistically to establish the findings. Nasarawa state was chosen because of the presence of several mix of church denominations that suit this research.

Sampling Procedure

The participating churches were selected by random sampling. The criteria to participate in this study were that (a) the congregation qualify as a church small based on the CAN standard (b) the participants must have good knowledge of the church's financial operations, (c) the participants were ready to provide information required (d) the church has been operating for at least ten (10) years.

In order to conclude the study, 100 copies of questionnaire were constructed and administered on the staff and management of the five selected small scale enterprises. Details of staff strength of the selected businesses and the randomly selected number of employees for the study are as below.

According to Fowler (2002), there are three attributes that must be considered in connection with a sampling frame: (a) comprehensiveness, (b) probability of selection, and (c) efficiency.

Data for the study were obtained through the primary source. The primary data were generated through self-administered questionnaire. The instrument was administered on participating staff and management to determine their compliance to the development and usage of chart of account. Due to the difficulty encountered in generating requisite data on performance, exclusive use of self-administered questionnaire to generate data on relevant variables was adopted. The questions in the questionnaire were divided into two based on the major procedures of the application of chart of account which is based on development and usage.

Relevant statistical tools such as the percentages and tables are used for the data analysis. The questions were analyzed using a survey questionnaire with a - 5 Likert scale response options of Strongly Agreed (SA), Agreed (A), No Effect (NE) Disagree (D), and Strongly Disagreed (SD). It was structured in line with the objectives of the study. All questionnaires were returned, because this researcher personally collected questionnaires one after the other. The study and methods applied for analysis are simple percentages.



Details of staff strength of the selected businesses and the randomly selected number of employees for the study are as below.

S/No. Enterprise	No. of Staff	Randomly	Selected Non Returned
ERCC	20	17	3
ECWA	25	22	3
COCIN	20	18	2
Living seed (Peace House)	25	24	1
Word of God Ministry	10	8	2
	100	89	11

Source: Field Survey 2018

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4. To ascertain whether there is chart of accounts in your organizations

Options	Responses	%
Strongly Agreed	25	28
Strongly Disagreed	53	60
Agreed	-	-
Disagree	11	12

Field Survey, 2018

Table 1 depicts 25(27%) respondents that admit knowledge of existence of chart of accounts. 53(60%) respondents out of 89 is strongly of the view that there is no existence of chart of accounts, while 11(12%) respondents did not accept the existence of chart of account in their organization.

5. To determine If chart of account is in practice in the organizations

Options	Responses	%
Strongly Agreed	26	29
Strongly Disagreed	44	49
Agreed	10	11
Disagree	9	10

Field Survey, 2017

Table 1 depicts 26(29%) respondents strongly accepted that chart of accounts is in practice. 44(49%) respondents out of 89 is strongly opposed that chart of accounts is not in practice in their organizations, while 9(10%) respondents did not accept that they practice it in their organizations. This simply implies that chart of accounts is not a common practice in many churches. Non application of chart of account by many church organizations robs the organization of great benefits of the chart of accounts.



6. To Determine the Success or Failure of the of the use of chart of account

Table 1

Options	Highly successful	%	Successful	%	Fairly Successful	%	Not successful	%
Development	13	15	24	27	15	17	37	41
Uses/Application	12	13	23	26	14	16	40	45
Adoption	10	11	21	24	12	13	46	52

Field Survey, 2018

From the table above, 13 (15%) respondents believed that development of chart of account is highly successful, 24 (27%) said it successful, 15(17%) see development as only fairly successful, while 37(41%) does not believe that chart of account is successful. development of chart of account is pivotal to any church and for any church or ministry to thrive depends on good development of chart of accounts. This could be the problems of these selected churches and ministries under review; 12(13%) said uses/application is highly successful 23(26%) said it is successful, 14(16%) said it is fairly successful while 20(45%) said uses/application is not successful. Based on the analysis of the respondents, it is an undisputable fact that the uses of chart of accounts are unsuccessful. Adoption has 10(11%) respondents who said it is highly successful, 21(24%) said it is successful, 12(13%) said it is fairly successful while 46(52%) said it is not successful. uses and application of chart of account is key to churches and ministries successes.

7. To determine the role of the development and application of chart of account as a panacea for effectiveness financial management in churches and ministry organizations

Options	Responses	%
Strongly Agreed	40	45
Strongly Disagreed	17	19
Agreed	24	27
Disagree	8	9

Field Survey, 2017

From table above, 40(45%) accepted strongly that the development and uses of chart of accounts is key to effectiveness of financial management in churches, 17(19%) strongly disagreed that development and uses of chart of accounts has little to do with financial management of churches in most churches, ownership and management are inseparable. Therefore, Management and employees are expected to have a stake in development and uses of chart of account. 24(27%) respondents accepted that the development and uses of chart of accounts is important to effectiveness of financial management in churches, while 8(9%) do not see the important of the development and the application of such. From the responses it can be deduced that chart of account have an important role to play in church organizations.



8. To ascertain whether chart of account form part of the financial management frame work of the church.

Options	Responses	%
Strongly Agreed	38	43
Strongly Disagreed	14	16
Agreed	27	30
Disagree	10	11

Field Survey, 2018

From table above, 38(43%) strongly believed that chart of accounts is part of financial management frame work in churches, 14(116%) strongly opposed the assertion. 24(27%) respondents agreed that the development and uses of chart of accounts is part of financial management frame work in churches, while 10(11%) object this. it can be seen there that chart of account forms part of financial management frame work in churches,

9. To identify factors militating against the application of chart of account in church organizations.

Options	Yes	%	No	%
Disposition of church management staff/Leaders	60	67	29	33
Inadequate Qualification/ training of staff	50	56	39	44
Job description	55	62	34	38
Poor remuneration	61	69	28	31

Field Survey, 2017

From the above table, 60(67%) blame the disposition of church management staff/leaders as a factor militating against the application of chart of account in churches. 29(33%) do not fault the management disposition. In most churches, ownership and management are inseparable. Management-employees' relationship is expected to be cordial such that the success of the church organizations can be achieve. Inadequate Qualification/ training of staff training is faulted by 50(56%) respondents and 30(44%) do not. From the responses it can be deduced that these organizations may likely have leadership style problem. The essence of training and retraining of personnel cannot be overemphasized.

55(62%) respondents believe that lack of clear definition of responsibility (Job description), militates against the workability of ethics in small scale businesses while 34 (38%) do not share in that opinion. These responses are not in consonance with the belief that clear definition of responsibility enhances smooth reporting and communication system. Poor remuneration is seen by 61 (69%) respondents as the factor militating against the application of chart of account while 28(31%) said no. Poor remuneration churches and ministries is a common phenomenon in our societies. Remuneration is only varied in churches in situation where the fortune changes as a result of staff commitment to the business given that the owners are considerate.



Statement of Findings

The paper establishes the following findings:

1. There is existence of chart of accounts only in few churches and ministries.
2. Chart of accounts is not holistically in practice in many church organizations
3. Management disposition to organizational policies, inadequate training, and poor remuneration are major factors militating against the application of chart of accounts.

CONCLUSION AND RECOMMENDATIONS

The chart of accounts (COA) is the lynchpin of a government and non- government accounting and reporting framework for classifying, recording and reporting information on financial transactions and balances. The COA is also the hub of any computerized accounting and reporting system. A COA provides the structure and classification systems for organizing, recording and reporting financial information. It defines the organization of the books of accounts to be maintained to support the needs of users/stakeholders and provides a coding structure for the classification and recording of relevant financial information (both flows and stocks) within the accounting system. There are several core principles and factors that need to be taken into account in developing a COA. The development of a COA, therefore, should receive adequate attention and be a central element of any church organizations reform plan.

The paper therefore recommends the following:

- (i) A down-earth application of chart of accounts should be embraced by church denominations for efficiency and growth.
- (ii) Churches and ministries should embark on developing and implementing a plan for capacity building of Chart of accounts users as well as a change in management strategy to effectively implement the Chart of accounts and associated reforms.
- (iii) There should be upward review of employee's remuneration. This will boost the morale of employee to put in their best in ensuring the application of chart of accounts in the preparation of their financial statements.
- (iv) There should be a harmonization of the budget classification and the Chart of Accounts

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