Labl Fashion

RESPONSIBLE FASHION • DIGITAL EVIDENCE • MARKET ACCESS

www.lablfashion.co.ke • info@lablfashion.co.ke

CONTROLLED OPERATIONAL MANUAL

Finance, Payments, Procurement and Asset Control Manual

Protect cash, assets, commitments, regulated payment channels and financial reporting through documented authority, segregation, reconciliation and evidence.

Document control	Approved treatment
Document code	LF-MAN-13
Owner	Managing Director / designated manual owner
Version	1.0
Effective date	Upon Board/management approval
Review	Annual and after material legal, operational, incident or strategy change
Classification	Controlled internal and approved partner-use document

Labl Fashion LTD | Registration PVT-3QU23XV | Prepared July 2026

1. Purpose, scope and authority

Protect cash, assets, commitments, regulated payment channels and financial reporting through documented authority, segregation, reconciliation and evidence.

SCOPE Applies to budgeting, quotations, sales, credit, receipts, mobile money, gateways, banking, purchasing, payables, payroll interface, expenses, assets, inventory, grants/projects and reporting.

This manual supports the Labl Fashion Strategic Plan and Comprehensive Business Plan 2027–2030. It does not replace applicable Kenyan law, binding customer/partner requirements, professional advice or a more stringent approved control. Where requirements conflict, work must pause and the manual owner must obtain an authorised decision.

2. Governing principles

- No commitment or payment without authority, budget/business purpose and evidence.
- Customer deposits and working capital are protected through order-linked procurement.
- Only authorised mobile-money services, licensed gateways and banking integrations are used.
- Transaction initiation, approval, custody/access, recording and reconciliation are segregated.
- Community fees collected as agent remain payables and are remitted in full under agreement.

3. Roles and accountability

Role	Core accountability
Board	Approve annual budget, reserved capital, borrowing, bank mandates and material finance matters.
Managing Director	Own financial performance and approve within delegated authority.
Finance lead	Accounting, cash forecast, controls, reconciliations, tax and management reporting.
Budget holder	Plan and approve business need/performance within authority.
Procurement	Source fairly, document selection, contract and supplier controls.
Payment initiator/approver	Perform segregated verification and authorisation.
Asset/inventory custodian	Protect, record, count and report loss/damage.
Community liaison/finance	Separate community payables and settlement evidence.

4. Standard operating procedure

The following sequence is the minimum controlled workflow. The owner may add risk-based checks, but may not omit a required approval, evidence or safeguard without an authorised exception.

4.1 Budget and cash plan

Annual budget, rolling forecast, 13-week cash, scenario and approval.

4.2 Customer order/credit

Quotation, contract, deposit/credit assessment, invoice and collection terms.

4.3 Procurement

Requisition, specification, competition/justification, conflict, approval, order/contract.

4.4 Receipt and acceptance

Verify goods/services, quantity, quality, lot, delivery and acceptance.

4.5 Invoice and payment

Three-way match where applicable, tax/bank verification, initiation, approval and remittance.

4.6 Payment-channel settlement

Match provider, bank, order/customer, fees, reversals, refunds and suspense daily.

4.7 Accounting/reporting

Post, reconcile, close, review variance and issue management/Board reports.

4.8 Asset/inventory control

Identify, assign, maintain, count, transfer, impair and dispose with approval.

5. Control matrix

Control point	Required control
Delegated authority	Current limits; no split purchase, self-approval or retrospective regularisation.
Supplier/bank change	Independent verification using known contact; dual approval and cooling period where risk warrants.
Payment provider	Licence/authorisation, contract, security, settlement, customer protection and continuity.
Reconciliation	Bank, mobile/gateway, receivable, payable, payroll, inventory and general ledger.
Refund/reversal	Original transaction reference, reason, approval and customer/ledger evidence.
Community payable	Separate ledger; no netting of Labl Fashion fees; full and timely remittance.
Restricted funds	Separate code/bank where required, eligible costs, procurement and donor reporting.

Control point	Required control
Asset disposal	Condition/value, authority, conflict-free method, proceeds and register update.

6. Exceptions, incidents and escalation

1. Stop or contain any condition that presents immediate danger, illegality, serious harm, uncontrolled loss, material product risk or unauthorised disclosure.
2. Notify the supervisor/manual owner promptly; preserve people, physical and digital evidence without obstructing urgent care or legal duties.
3. Classify the event, assign an owner, document immediate correction and determine customer, worker, community, regulator, insurer, funder or Board notification.
4. Investigate proportionately, identify contributing and systemic causes, approve corrective/preventive action and verify effectiveness before closure.
5. Record authorised deviations with reason, scope, duration, compensating controls and expiry; repeated exceptions require system change or escalation.

7. Records and evidence

Records must be accurate, dated, attributable, legible, protected, retrievable and retained under the approved retention schedule. Personal, customer, community, financial, research and security information receives access proportionate to risk.

Required record	Minimum evidence expectation
Approved budget/forecast	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Quotation/contract/invoice	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Credit approval	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Purchase requisition/evaluation/order	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Goods/service acceptance	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Payment voucher	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Bank/provider reconciliation	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Community payable/settlement	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Asset/inventory register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Grant/project ledger	Owner, date/period, subject, decision/status, source or attachment,

Required record	Minimum evidence expectation
	approval where required and retention location.
Monthly financial pack	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.

8. Performance indicators and management review

Indicator	Review question
Cash runway and forecast accuracy	What does cash runway and forecast accuracy show about effectiveness, risk, trend, root cause and required decision?
Receivable/payable days	What does receivable/payable days show about effectiveness, risk, trend, root cause and required decision?
Deposits before procurement	What does deposits before procurement show about effectiveness, risk, trend, root cause and required decision?
Gross contribution	What does gross contribution show about effectiveness, risk, trend, root cause and required decision?
Reconciliation completion	What does reconciliation completion show about effectiveness, risk, trend, root cause and required decision?
Payment exceptions/fraud	What does payment exceptions/fraud show about effectiveness, risk, trend, root cause and required decision?
Procurement cycle/savings	What does procurement cycle/savings show about effectiveness, risk, trend, root cause and required decision?
Inventory variance	What does inventory variance show about effectiveness, risk, trend, root cause and required decision?
Community settlements on time	What does community settlements on time show about effectiveness, risk, trend, root cause and required decision?
Budget variance	What does budget variance show about effectiveness, risk, trend, root cause and required decision?

The manual owner reviews indicators monthly or quarterly according to risk, reports material exceptions through the management pack and proposes changes during annual management review. A positive metric never overrides evidence of harm, legal breach or stakeholder grievance.

9. Competence, communication and training

- Identify roles that require induction, supervised practice, formal qualification, refresher training or independent authorisation.
- Assess competence through observed performance, records, tests, work results or authorised sign-off—not attendance alone.
- Communicate changes before their effective date and confirm affected users can access the current controlled version.

- Withdraw access or require supervision where competence has expired, changed or proved insufficient.
- Retain training, assessment, authorisation and refresher records.

10. Review, change and approval

Trigger	Required action
Annual review	Confirm continued suitability, legal/contractual alignment, evidence, indicators, incidents and user feedback.
Material incident or audit finding	Review affected control immediately and implement approved corrective change.
Legal, market or system change	Obtain competent review before the new requirement or release becomes effective.
Process/organisation change	Update roles, records, training, permissions and continuity arrangements.
Manual revision	Issue new version, change summary, approval, effective date and superseded-version withdrawal.

Appendix A — Operational templates

The following templates form the minimum annex set. The manual owner may issue controlled electronic equivalents in LaDOS or another approved system.

A.1 Budget template

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.2 Purchase requisition

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.

Field	Required entry
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.3 Supplier evaluation

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.4 Payment voucher

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.5 Bank-detail change verification

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.

Field	Required entry
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.6 Payment-channel reconciliation

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.7 Community settlement statement

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.8 Asset transfer/disposal

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.

Field	Required entry
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.9 Month-end checklist

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

Appendix B — Approval

This manual becomes controlled when approved by the authorised Labl Fashion authority. Printed copies are uncontrolled unless specifically registered.

Approved by	Capacity	Signature	Date
	Board Chair / delegated authority		
	Managing Director / Venture Lead		
	Manual owner		