

CHARITABLE CONTRIBUTIONS AND FUND MANAGEMENT

TREASURER

BUDGET/FINANCE COMMITTEE

STEWARDSHIP MINISTRY TEAM

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I. Charitable Contributions

A Deductible Contribution Must Meet Six Conditions - (Pub 526):

The subject of charitable contributions is of vital significance to churches, pastors, and church members. Section 170 of the Code states "there shall be allowed as a deduction any charitable contribution... payment of which is made within the taxable year."

A charitable contribution is a contribution of money or property 'to', or 'for the use of' (in trust for), a qualified organization that is voluntary and is made without getting, or expecting to get, anything of equal value.

Pub 526 - Six conditions a contribution must meet to be deductible

- Made "to or for the use of" a qualified organization.
- Voluntary and made without getting, or expecting to get, anything of equal value.
- A gift of money or property.
- Subject to written substantiation.
- Not in excess of the amounts allowed by law.
- Made before the close of the tax year for which the contribution is claimed.

1. Contribution made to or for the use of a qualified organization:

Charitable contributions must be made "to or for the use of" a qualified charitable organization. IRS interprets "for the use of" to mean pursuant to a trust or similar legal arrangement for the benefit of the charity, i.e. to a trustee who is required, under the terms of the trust agreement, to spend the trust income solely for the benefit of the charity.

All churches and associations affiliated with the Arkansas Baptist State Convention are covered by the tax exemption of the Executive Committee. This makes them a qualified organization to receive deductible charitable contributions. (For more information call the Leadership and Worship Team of the ABSC 1-800-838-2722, ext. 5114 or 501-376-4791, ext. 5114.)

2. Voluntary and made without getting, or expecting to get, anything of equal value:

No gift (contribution) exists in a legal sense unless a donor absolutely and irrevocably divests himself of title, dominion, and control over the gift. Therefore, no charitable contribution deduction is available unless the contribution is unconditional. [A contribution is deductible] only if and to the extent it exceeds the market value of the benefit received... [and] only if the excess payment [was] made with the intention of making a gift, United States v. American Bar Endowment, 106 S. Ct. 2426 (1986). A gift is considered given at the point the donor gives up any control of the gift. If the church has full control of the gift, then the gift was to the church. If the gift is only

'passed through' the church to an individual, organization or project, the gift is not to the church. Therefore, the church cannot give credit as a deductible charitable contribution.

3. A gift of money or property:

Generally, only contributions of cash or property are deductible. Virtually any kind of property can constitute a charitable contribution. Special rules apply to contributions of property if:

- (1). the property is subject to a debt;
- (2). there is only partial interest in the property;
- (3). there is future interest in tangible personal property;
- (4). the gift is business inventory.

The value of personal services is never deductible as a charitable contribution. However, expenses incurred in performing services on behalf of a church or other charity may be. Reg. 1.170A-1 (g).

Value of rent-free building space or rent-free use of equipment made available to a church cannot be claimed as a charitable contribution. IRS 170 (f) (3) (A).

4. Subject to written substantiation:

Section 170 of the Code 4, which authorizes deductions for charitable contributions states that a charitable contribution shall be allowable as a deduction only if verified.

Church treasures need to be familiar with the many legal requirements that apply to charitable contributions, so they can determine the deductibility of contributions and properly advise donors. All charitable contributions must be properly substantiated.

Substantiation means that the donor maintains reliable written records demonstrating that a contribution was in fact made, and the amount of value of the contribution.

For contributions of \$250 or more, do not combine separate contributions. However, two checks written on the same date to the same qualified organization may be considered one contribution.

Non-cash Property - Special substantiation procedures apply to contributions of non-cash property valued by the donor at \$500 or more. If the value is more than \$5,000, then the donor must obtain a qualified appraisal of the property and attach an appraisal summary (IRS Form 8283) to the tax return on which the contribution is claimed. In some cases, a church that receives a donation of non-cash property valued by the donor at more than \$5,000 must submit an information return (IRS

Form 8282) to the IRS if it disposes of the property within 2 years of the date of gift. Churches are not appraisers, and they have no legal obligation to determine the value of donated property. They should provide donors with receipts or periodic summaries acknowledging receipt of the described property. The donor must substantiate the contribution.

Cash Contributions - To assist members in substantiating their contributions, churches should keep records showing the amount and date of every contribution (whether in the form of cash or check). Periodically (i.e., quarterly) the church should send contribution summaries to each member showing the amounts given and the respective dates. These summaries will satisfy the definition of a church receipts if they meet the new requirements for contributions made after December 31, 1993.

Donors making cash contributions should be encouraged to use church offering envelopes. They are an excellent way to substantiate contributions. However, IRS Publication 526, and income tax regulation 1.170A-13 (a) clearly authorize the use of canceled checks to substantiate contributions of less than \$250.

The acknowledgement (verification) must meet these tests:

1. It must be written.
2. It must include:
 - The amount of cash you contributed,
 - A description (but not the value) of any property you contributed,
 - Whether the qualified organization gave you goods or services. If the only benefit you received was an intangible religious benefit (such as admission to a religious ceremony) that generally is not sold in a commercial transaction outside the donative context, the acknowledgment must say so and does not need to describe or estimate the value of the benefit.

Note: If the only goods or services the church provides are "intangible religious benefits," then the receipt must contain a statement to that effect.

3. It must be received on or before the earlier of:
 - The date you file your return for the year you make the contribution, or
 - The due date, including extensions, for filling the return.

Other considerations:

1. The receipt must identify the donor by name (a Social Security number is not required).
2. For contributions of non-cash property valued by the donor at \$250 or more, the receipt must describe the property. No value should be stated.
3. Be sure the receipt shows separately each individual contribution of cash or property of \$250 or more. Do not lump all contributions together.

Quid Pro Contributions of More Than \$75 - If a donor makes a "quid pro quo" contribution of more than \$75 (that is, a payment that is partly a contribution and partly a payment for goods or services received in exchange), the church must provide a written statement to the donor that satisfies two conditions:

- The statement must inform the donor that the amount of the contribution that is tax-deductible is limited to the excess of the amount of any money (or the value of any property other than money) contributed by the donor which exceed the value of any goods or services provided by the church or other charity in return.
- The statement must provide a good faith estimate of the value of the goods or services furnished to the donor. A written statement need not be issued if only "token" goods or services are provided to the donor (generally, with a value not exceeding the lesser of \$66 or 2 percent of the amount of the contribution). Further, the rules do not apply to contributions in return for which the donor receives solely an intangible religious benefit that generally is not sold in a commercial context outside the donative context.

5. Not in excess of the amounts allows by law:

There are limits on the amount of a contribution that can be deducted. In some cases, contributions that exceed these limits can be "carried over" and claimed in future years. In order to apply the percentage limitations, the value of a charitable contribution must first be determined. Cash gifts obviously present no problem, and gifts of other property generally present no problem. Gifts of other property generally are valued at their fair market value at the time of gift.

IRS Pub 512 - The amount of deduction may be limited by either 20%, 30%, or 50 % of adjusted gross income, depending on the type property given and the type organization to which it is given.

6. Made before the close of the tax year for which the contribution is claimed:

Usually, a contribution has been made at the time of unconditional delivery. Unconditional means it is not dependent on a future act or event. It must be claimed in the year in which delivered. One exception is a check that is mailed to a charity is deductible in the year the check is mailed (and postmarked), even if it is received early in the next year.

There are some contributions that are not deductible - (Pub 526):

1. A contribution to a specific individual.
 - You cannot deduct contributions to specific individuals even if they are needy or worthy of the gift. This includes contributions to a qualified organization if you indicate that your contribution is for a specific person.

- You can deduct a contribution you give to a qualified organization that in turn helps needy or worthy individuals if you do not indicate that your contribution is for a specific person.
 - You cannot deduct contributions to the pastor or staff that can be spent as he or she wishes, such as for personal expenses. However, it can be a deductible contribution if added to their Form W-2 as income.
2. A contribution to a non-qualified organization.
 3. The part of a contribution for which you receive or expect to receive an equal financial or economic benefit.
 - Charitable contributions generally are deductible only to the extent they exceed the value of any premium or benefit received by the donor in return for the contribution. (See special substantiation rules effective 1-1-94).
 4. The value of your time or services.
 5. Your personal, living, or family expenses.
 - You cannot deduct the value of your time or services. Also, you cannot deduct the value of rent-free space made available to the church.
 6. Certain contributions of partial interests in property (charcont.doc)

II. Suggested Guidelines for Fund Management

Types of Church Funds

1. General Fund - This fund contains no restricted (designated) funds, and the church can use the fund as it desires to carry out the purposes of the church. All unrestricted contributions, gifts, and income should be recorded in this fund.
2. Designated Funds - "Designated contributions" are those that are made to a church with the stipulation that they be used for a specified purpose. If the purpose is a pre-approved project or program of the church, the designation will not affect the deductibility of the contribution. To qualify as a charitable contribution, gifts must be made "to or for the use of" the church. The church must control the funds. If the giver intends for the gift to benefit a specific individual instead of supporting the ministry of the church, the gift is generally not deductible.
3. Benevolence Fund - Contributions to this fund may be claimed as charitable deductions if they are not earmarked for particular recipients. The church must control this fund. The church should have a benevolence fund policy.

4. Building Fund - Contributions to this fund are to and for the use of the church and may be claimed as charitable deduction.
5. Building Maintenance Fund - Contributions to this fund are to and for the use of the church and may be claimed as charitable deductions.
6. Other Designated Funds - All designated funds must be pre-approved by the church. Contributions must be to and for the use of the church and its ministry. No funds can be earmarked for individuals if the giver expects to claim a charitable deduction. By IRS definition a charitable contribution is "a voluntary transfer of money or property that is made with no expectation of procuring a financial benefit commensurate with the amount of transfer." (Rev. Rul. 83-104).
 - Endowment Fund - This fund contains assets donated to the church with the stipulation by the donor that only the income earned by these assets can be used.
 - Fixed asset Fund - This fund is used to record the cost of fixed assets (land, buildings, furniture, fixtures, and equipment). Many churches believe that fixed assets should be placed in a separate fund.
 - Other Funds - A variety of other specialized funds may be established such as loan funds or retirement of indebtedness funds.

NOTE: If the Church does not follow IRS guidelines on charitable giving they may have helped a donor claim an illegal contribution deduction.

CHARITABLE CONTRIBUTIONS

When a church receives a charitable contribution it goes into either the general fund for budgeted line items or into a designated fund established by the church for a specified purpose.

Generally, members can designate to line items in the church budgets unless the church has a policy prohibiting it. This is especially true if a precedent has been established by accepting these type designations in the past.

Generally, any budget line item and/or designated fund approved by the SBC, ABSC, or the Association is also considered approved by affiliating churches. This means that a church can receive designated monies for any of these line items or designated funds without establishing a special fund. As with the church budget, the church can elect to exclude any designated fund or budget line items of the SBC, ABSC, or Association budget.

These exclusion policies can be established during church conference or as a part of the budget adoption process. Usually, it is best to establish the policy during church conference and make it part of the church financial policies and procedures. Otherwise, it will have to be established each year during the budget adoption process.

Suggested Considerations for General Fund Management

Usually, contributions not designated will be deposited into the general fund. General fund monies will then be disbursed according to the church adopted budget.

A budget adopted by the church serves as the authorized guide, which may be adjusted by the church if needed, for spending throughout the year. When a church adopts a budget, it is relating church programs/ministries to financial resources for the achievement of God's purpose.

Once a budget has been approved the members know how general fund monies will be spent. The budget/finance committee has the task of making sure the monies are spent according to the budget. They should not approve expenses outside of the budget without church approval to amend the budget.

However, based upon church policy, adjustments can take place after a budget has been approved. The budget can be amended at any time by church action to add line items, delete line items, increase or decrease line item amounts, or even change the bottom line amount. The budget/finance committee can also make changes so long as they do not change the bottom line amount of the budget.

If church policy allows, a church budget/finance committee can approve adjusting the amounts from one line item to another, based upon changing needs. However, they cannot change the bottom line amount. Only the congregation should approve expenditures outside of the adopted budget.

Suggested Steps in Administering the General Fund:

1 **Receiving** - The manner in which members' contributions are received is important. Procedures should be adopted for receiving contributions during Sunday school, worship service, during the week or special gifts at year-end, as well as receiving income from wills and trusts.

2 **Counting** - The manner of counting and verifying of monies from envelopes, checks, and loose offerings is also important.

3 **Depositing** - After counting and verifying the money, depositing comes next. Procedures on deposit slips, depositing, verification of the deposit, correcting, and discrepancies should be established.

4 **Disbursing** - The authority for disbursements comes from the church through its adopted budget.

5 **Recording** - A church financial record system should be selected for recording all receipts and disbursements of church funds.

6 **Reporting** - The church should be given a monthly report of its financial condition. The report should be a ministry progress report. Someone should be designated to mail giving records to all church members quarterly, if possible. A special receipt is required for single contributions of \$250 or more cash or property.

7 **Auditing** - This can be done by an outside firm or internally by an auditing committee, an accountant, or a bookkeeper. Have an annual official audit of receipts, disbursements, and accounting records and reports. Bonding any church member who handles significant amounts of church money is suggested.

Suggested Considerations for Designated Fund Management

"Designated contributions" are those that are made to a church with the stipulation that they be used for a specified purpose. If the purpose is an approved project or program of the church, the designation will not affect the deductibility of the contribution. A contribution designated to a group or organization within the church (i.e. Sunday school class) for its exclusive use and under its total control is not a deductible contribution to the church (the class is not a 501(c) (3) organization). The church cannot add this designated contribution to a member's giving record - the church has no control over the contribution.

Suggested Steps in Establishing a Designated Fund:

1. The church should establish a written policy stating the process by which church members can request the establishment of a new designated fund.
2. The policy should state that no monies would be received for a new designated fund until it has been approved and established by the church.
3. Members should be made aware that the policy has been established and will be followed.

In establishing a policy the church should keep in mind that IRS Pub 526 says you cannot deduct contributions to specific individuals, even if they are needy or worthy of the gift. This includes contributions to a qualified organization if you indicate that your contribution is for a specific person. In Pub 526, the IRS made a statement under the heading of disaster relief about designated contributions to individuals, "You can deduct contributions earmarked for 'Earthquake Disaster Relief' or other disaster relief organization...However, you cannot deduct contributions earmarked for relief of a particular individual or family."

If a donor stipulates a contribution be spent on a designated individual, no deduction is allowed unless the church exercises full administrative control over the donated funds to ensure they are being spent in furtherance of the church's exempt purposes.

Members cannot deduct contributions to the pastor or staff that can be spent as he or she wishes, such as for personal expenses, unless the amount is added to the pastor/staff's W-2 Form as income.

The IRS looks at the substance, not the form, of a transaction as the controlling factor. Did the donor intend to make a contribution to the church, or did the donor only intend to benefit the designated individual (using the church to obtain a tax deduction on an otherwise non-deductible gift)?

Suggested Steps in Administering a Designated Fund:

When a designated fund is established it must be controlled and administered by the church. Do not receive any monies until the church has established the fund. To be a deductible contribution the fund establishment must pre-date any contributions.

1. Determine the purpose of the fund. Why is this designated fund needed, and how will it further the church's mission?
2. Write a governing policy. How and under what conditions will the funds be disbursed? If persons are involved, what are the requirements for each recipient? How much can they receive? What are the disbursement procedures? What are the accounting requirements - i.e. benevolence, education, mission, etc? How will monies be received? What are the reporting requirements for the fund? (Note: It is always good to determine in advance how any monies left in the account will be spent once the purpose of the designated fund is complete.)
3. Establish a procedure for disbursement of the fund. Designate a committee to control the fund disbursement, based upon the fund policy and disbursement procedure. This makes all distributions from the fund subject to the unrestricted control and discretion of the committee. Then, communicate the policy and procedures to all prospective donors
4. Establish accountability procedures. Require reports from recipients as appropriate. Make periodic expenditure reports to the church, and give proper substantiation to the contributors. (Note: An audit procedure should be established in the event of an IRS request for information about the church's designated fund policy and procedures.)
5. Keep an accurate list of contributors. It is important to keep a list of contributors and the amount of their contribution. The church probably will want to close the designated account after it has met its purpose, and the fund may still have monies left. The church may want to move unused monies in a designated fund to other accounts. This can be done by obtaining written permission from the contributors (or descendents). A way to avoid this is to stipulate an 'out' during the establishment of the fund describing how monies left can be used after its original purpose has been satisfied. Consult Richard Hammar's *Church and Clergy Tax Guide* in which he discusses options when the designated funds' donors cannot be identified.

A church can jeopardize the deductibility of contributions in at least three ways:

1. A church adopts a designated fund policy, yet honors every "recommendation" made by a donor. Donors and other church members are free to make anonymous recommendations (in writing) to the committee controlling a designated fund regarding desired recipients. If the committee is not apprised of the identity of donors to the designated fund, and all church members are free to make recommendations to the committee regarding recipients of the fund, the donor contributions may be deductible.

2. If a church receives only a few contributions to a designated fund each year, and at the time of each contribution receives a single anonymous recommendation regarding a recipient, it is reasonably clear that the contributions are associated with recommendations, and the church's control over the funds will be compromised to the extent that it routinely honors such recommendations.

3. When immediate family members are the primary contributors with a single anonymous recommendation regarding a particular recipient, i.e. family members of a person going on a mission trip give most of the monies or friends give to a fund with the understanding a particular individual will be the recipient. To avoid these, all monies should go into a 'common pool' where a controlling committee, following policy procedures, disburses the monies to qualified recipients. The IRS says these type funds should benefit a large and indefinite class of recipients. The smaller the pool of eligible recipients, the more likely that any of the contributions for that fund will be deemed non-deductible by the IRS.

III. Suggested Consideration for Three Designated Funds

Benevolence Funds

If your church has established a benevolence fund, you may wish to review your mission statement to be sure that it includes "charitable" as well as "religious" purposes. The IRS tends to view the assistance of the needy as a "charitable" rather than a religious activity. They interpret the term "charity" narrowly - i.e. "relief of poverty-stricken individuals." In "Church Law & Tax Guide," Richard Hammar says, "More is required than a temporary financial setback or difficulty paying bills."

You can deduct a contribution that you give to a qualified organization, which in turn helps needy or worthy individuals, if you do not indicate that your contribution is for a specific person. Many churches have established benevolence funds, controlled by a benevolence committee, to assist needy persons. This is both a religious and a charitable function. A church establishing a benevolence fund should establish a policy for receiving these funds.

Kinds of benevolence funds:

1. **Undesignated Contributions.** One kind of benevolence fund contribution that ordinarily will be deductible is when the church establishes a benevolence fund and allows only undesignated contributions to the fund.
2. **Undesignated Contributions with an Anonymous Recommendation.** This is where donors and other church members are free to make anonymous recommendations (in writing) to the benevolence committee regarding desired

recipients. If the committee is not apprised of the identity of donors to the benevolence fund, and all church members are free to make recommendations to the committee regarding recipients of the fund, the donor contributions may be deductible.

3. **Charitable Contributions with a Designated Desired Recipient.** The most difficult kind of benevolence fund contribution to evaluate is a contribution that designates a desired recipient. Ordinarily, such "designated contributions" to a benevolence fund are not deductible, since the intent of the donor is to make a transfer of funds directly to a particular individual rather than to a charitable organization. There are two major factors which shed light to these types of contributions:

- Section 170 of the Tax Code allows a charitable contribution deduction only with respect to donations "to or for the use of" a charitable organization. Contributions to an individual, however needy, are never deductible, since they can never be said to be "to or for the use of" a charitable organization.
- The intent of the donor ordinarily determines whether the transfer should be characterized as a tax-deductible contribution to a church or a non-deductible transfer to an individual. Did the donor intend to make a contribution to the church, or did he only intend to benefit the designated individual (using the church as an intermediary to enable him to obtain a tax deduction for his non-deductible gift)? The fact that the payment was made to a church is not a controlling factor, since taxpayers cannot obtain a deduction merely by funneling a payment through a church.

4. **Special Appeal Contributions** Many churches make special appeals to raise funds for a particular benevolence need. The IRS has made a statement about special appeals in Pub 526. Under the heading of "Disaster relief" the IRS says, "...you cannot deduct contributions earmarked for relief of a particular individual or family". Also, the IRS interprets the term "charity" narrowly - i.e. "relief of poverty-stricken individuals."

Richard Hammar says "It is possible that special appeal contributions could be tax-deductible, if the following conditions are met.

- The offering was pre-authorized by the church.
- The recipient (or his or her family) is financially needy, and the needs are substantial.
- The offering is used exclusively for the expenses incurred for the above stated needs.
- Immediate family members are not the primary contributors.
- No more than one or two such offerings are collected for the same individual.

PRIVATE LETTER RULING 8752031 suggests that contributions to a church benevolence fund can be deductible even if the donor mentions a beneficiary, if the facts demonstrate **all** of the following:

- The donor's recommendation is advisory only.

- The church retains "full-control of the donated funds, discretion as to their use."
- The donor understands that his or her recommendation is advisory only and that the church retains full control over the donated funds, including the authority to accept or reject the donor's recommendation.

To the extent that benevolence distributions to individuals represent a legitimate charitable distribution by the church (consistently with its exempt purposes) then no Form 1099 would be required. However, if the contribution is for church staff, to use as they wish (such as personal expenses), the amount is to be added to their Form W-2 as income.

Scholarship Fund

Basically, a scholarship fund can be established to help meet expenses that would otherwise be deductible - IRS Pub 508.

1. Tuition, books, supplies, lab fees, and similar items.
2. Certain transportation and travel costs (including meals and lodging).
3. Other educational expenses, such as costs of research and typing when writing a paper as part of an educational program.

Treas. Reg. 1.117-(3) (a) specifies that the term "scholarship" does not include "any amount provided by an individual to aid a relative, friend, or other individual in pursuing his studies where the grantor is motivated by family or philanthropic considerations."

If contributions to the fund are earmarked by the donor for a particular individual, they are treated, in effect, as being gifts to the designated individual and are not deductible. This is also true if the donor understands that the contribution is to benefit a specific student (Revenue Ruling 62-113).

Therefore, we conclude that contributions are not deductible when:

- The contributions designate a specific student;
- Donors understand their contributions are to benefit a specific student;
- Parents intend their contribution to benefit children rather than the church.

Considerations in Establishing a Scholarship Fund:

1. The Church must establish the fund before receiving any monies for the fund.
2. There should be a written policy for the fund that clearly defines eligibility requirements, amounts allowed per recipient, how to be paid, what expenses are allowable (Pub 508), accounting requirements, etc.
3. A committee has administrative control over the fund based upon its policy.
4. Determine how monies are to be received. IRS Pub 526 says you cannot deduct contributions to specific individuals. Recommendations can be received.

5. Disbursement of the funds. The donor needs to understand that the terms of the policy must be followed and any recipient meeting the policy requirements must be considered.
6. Accountability from the recipient is required. See IRS Pub 508 on education expenses that are allowed.
7. The committee reports to the congregation that all guidelines are being met and accountability procedures are being followed.

Mission Fund

A principle that can be applied to a mission fund is - all contributions go into a 'common pool' not earmarked for a specific individual, to be administered by a missions committee and distributed in accordance with stated policies reflective of the church's mission statement.

The Supreme Court's decision in the Davis case ensures that contributions to local churches for independent missionaries and short-tem "lay missionaries" from one's own church must have certain controls:

1. The church must approve each mission ministry (not individuals by name) as a legitimate activity in the furtherance of the church's religious mission.
2. Prepare a written policy to communicate all terms and conditions of the mission ministry.
3. Require 'activity report' summarizing all missionary activities in the mission ministry.
4. Require 'accounting' or 'audit' of the use of the funds.
5. Confirm that the expenses correspond to the missionary activities described in the activity reports.

Considerations in establishing a mission fund

1. The church establishes the fund before receiving any monies. The fund must meet stated policies with regard to the church's mission statement. If the purpose is an approved project of the church, a donor can make a designated, deductible contribution to that specific project. Contributions cannot be made to an individual by name. Nor can it just be understood by the donor that a specific individual will be the recipient.
2. There should be a written policy for the fund that clearly defines eligibility requirements, amounts allowed per recipient, how they receive the monies, allowable expenses, accountability required, etc.
3. A missions committee must have administrative control over the fund according to its policy - full control of the donated funds, and discretion as to their use, so as to insure that they will be used to carry out its purpose.
4. Determine how monies will be received - contributions should go into a common pool (not earmarked for an individual by name), be administered by the committee and distributed in accordance to the fund policy.

5. Disbursement of the funds - the donor needs to understand that the terms of the policy must be followed, and any recipient meeting the policy requirements will be considered. This protects the church from a direct correlation between the donor and the recipient with the church simply being a 'funnel' for the contribution.
6. Accountability from the recipient is required - a form can be used to account for all dollars distributed by the church with written receipts, etc. attached.
7. Missions committee reports to the congregation that all policies are being met and accountability procedures are being followed. An 'activity report' summarizing all missionary activities in the mission ministry can be used here.