TRANSPARENCY INTERNATIONAL BANGLADESH

Social movement against corruption

CCC FINANCE MANUAL

FOR OPERATIONS OF THE COMMITTEE OF CONCERNED CITIZENS

Effective from 08 June 2023

www.ti-bangladesh.org

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Introduction

Dear Colleagues,

Over the past years, Transparency International Bangladesh (TIB) has significantly grown both programmatically and institutionally. We have the distinction of being the largest chapter of TI in the world implementing multi-dimensional and robust programmes. This means that we are handling larger and newer resources, projects, staffs, partner and vendors. With this growth, the policies and procedures related to Financial Procedure of CCCs have required updating and amendments to ensure the high standards of transparency and accountability that TIB is known for, and is expected to be. Our main objective is to ensure that our financial procedure and all actions, decisions and activities related to it represent highest standards of economy, efficiency and effectiveness.

What follows here is the amended and updated version of CCC Finance Manual approved by the Board of Trustees of TIB at its 116th meeting held on 8th June 2023. Members of the staff at all levels and locations are expected to be conversant with the provisions of this Manual and to fully comply with the same. The Board and management hope that the policy will be fully enforced without any exception so that the underlying responsibility and accountability framework are strictly observed.

Dr. Iftekharuzzaman
Executive Director

SECTION I: BASIC PRINCIPLES

1. Overview

The following Financial Management Manual (hereinafter "Manual") has been revised in response to the felt need to facilitate a simple and user-friendly financial management in connection with all activities undertaken by Committees of Concerned Citizens (CCCs) created at the initiative of TIB in various parts of Bangladesh as a part of its social movement against corruption.

This Manual has been revised and adopted keeping in view the need to meet the highest standards of accountability and transparency in anything under the banner of TIB.

This Manual is based on the basic principle that under the authority vested upon them by the Board of Trustees of Transparency International Bangladesh (TIB), each CCC, headed by its President and assisted by the relevant sub-committee(s) shall oversee and approve all its financial operations. Accordingly, all financial allocations and/or payments can be made only with the approval of the President or his/her designated subcommittee or member.

This provides the details of the accounting system including maintenance of records of financial system and delineates the financial authority and responsibilities of the TIB staff members located and posted at CCC office.

This Manual provides the detailed procedure for preparing budget, receiving funds, making financial decisions, authorizing payments and keeping records of all financial transactions in a regular and systematic way including regular maintenance and monitoring of proper balance between budget estimates and actual expenses.

This Manual is expected to ensure that the fullest possible checks and balances and internal control are in place so that as a significant component of the activities undertaken by TIB, all accounts and financial transactions of CCCs are consistent with the standard of financial accountability that TIB is committed to ensure in all its activities.

This Manual is consistent with the relevant provisions of the TIB Code of Ethics and with TIB's policy of zero tolerance to any forms and kinds of financial irregularities, misuse or misappropriation of funds, and deviation from the fullest possible system of transparency and accountability.

2. Basis of accounting

The basis of accounting of CCCs shall be modified accrual accounting, is an accounting method that combines accrual-basis accounting with cash-basis accounting.

3. Bank account operations

CCC at all locations will maintain one bank account for operations. Where under agreement with donors, the project fund is to be kept in a separate account; more accounts will be opened and operated with prior consent of Director-Finance & Administration. The bank accounts shall be used for receiving and withdrawing funds for meeting all expenses.

If any fund is received in exceptional situations in cash or by cheque shall be deposited to the bank account as soon as possible.

Change of bank account from one bank to another or from one branch to another will require prior approval of Director-Finance & Administration.

4. Receiving of fund

Fund will be received by CCC from TIB Dhaka office normally through bank transfer based on fund requests on a quarterly basis from CCC or as required consistent with the approved budget for CCC.

5. Transfer of fund

Transfer of funds from one CCC to another CCC cannot be done for any purpose without prior approval of Director-Finance & Administration/Deputy Executive Director/ Executive Director of TIB.

All bank deposits, withdrawals and bank interest earned shall be recorded in the books of accounts.

6. Signing of Cheques

The bank account of CCC shall be operated under joint signatories. TIB staff based in the concerned CCC (Area Coordinator-CE or in-charge of CCC office) shall be the mandatory signatory and any one of the following;

i. The President or
ii. Any other member designated for the purpose.

The CCC through a resolution adopted in a formal meeting shall authorize by the President and anyone of his or her members to function as signatories.

7. Authorization of expenditures

The CCC President and in his/her absence in-charge or any other member duly authorized on this behalf will authorize all expenses and approve payment thereof.

SECTION II: PAYMENT PROCEDURES

8. Payment from TIB Dhaka Office:

With a view to improve the overall efficiency of CCCs Financial and Administrative Management, the following payments shall be made from TIB Dhaka Office:

i. CCCs' Office rent;
ii. Cleaner allowance;
iii. Staff travel expense;
iv. Payment against Logistic support (if any)
v. Any other expenses as applicable.

9. Day-to-day operations, Books and Registers

All accounting functions including day-to-day cash transactions, posting of transactions into the PACTApp Finance Module, maintaining cash denomination sheet, banking etc. shall be the responsibility of the Area Co-coordinator (CE) or any other responsible staff.

Original bills/supporting shall preserve at Dhaka office or as decided by the management. The following registers shall maintain at CCC level;

i. Cheque register;
ii. Capital Asset Register (in software format);
iii. Non-Capital Asset Register (In excel sheet);
iv. Stock Registers;
v. Library Books Register;
vi. Movement register;
vii. Motorcycle Log book;
viii. Dispatch register
ix. VAT & Tax register (Software generated)
x. Procurement Register
xi. Fraud Register
xii. Conflict of Interest Register and other registers/formats as applicable.

All above shall maintain by the Area Coordinator (CE) or other responsible person of the CCC.

10. Payments and Records

Payment invoices will be raised together with bills and other supporting documents by the Area Coordinator-CE or any other responsible staff.

Single payment up to Taka. 5,000 (Five thousand) may be made in cash.

Payment over Taka. 5,000 (Five thousand) and upto 10,000 (Ten thousand) will be made through bearer cheque.

Payment over Taka. 10,000 (Ten thousand) will be made by Account payee cheque.

Counterfoils of all cheques will be preserved with the name of the payee and with the initials of the cheque signatories.

Photocopy of Cheques will be preserved in both cases whether the payment is made through A/C payee or bearer cheque along with the respective voucher.

Payment-related documents like; used cheque books, cancelled cheque leaves and other related documents shall be kept in CCC office under lock & key by the Area Coordinator (CE)/designated for at least 10 years after completion of the project.

11. Cash holding limit

At the close of the day's transactions, cash holding limit will be Taka. 20,000 (Twenty thousand) to meet day-to-day expenses. Reason for expenses shall be mentioned in each supporting document with the signature of the person who has incurred that expense.

Adequate justification shall be given for approval of Director-Finance & Administration to increase the above-mentioned ceiling of the cash in hand, if required.

Any refund from programme advance will be deposited to the bank account immediately after the adjustment of advance.

Amount refund from advance may be held as cash if the total cash after receiving the refund does not exceed the cash holding limit of Taka. 20,000 (Twenty thousand). If refund from advance exceeds the cash holding limit and the amount could not be deposited to the bank within the same day banking hour, then the amount shall be deposited to the bank account by the following banking day. Cash denomination sheet will be maintained for cash in hand daily.

12. Payment of allowance

Prescribed format for allowance payment to CCC, YES members and other stakeholders shall be prepared by the Area Coordinator (CE) or any other responsible staff. Signatures of payees must be obtained on the allowance sheet at the time of disbursement as an acknowledgement of receipt and affix revenue stamps. Active Citizen's Group (ACG) related activity cost will be incurred as per ACG payment process Guideline.

13. Personal Loan

Staff members working in CCC offices cannot receive any personal loan or advance from CCC funds in any circumstance. No exception shall be allowed in such case. Any incident such as, shall be brought into the attention of TIB management immediately.

Similarly, personal loan cannot be approved for any CCC member for any purpose. Such incidents, cannot be allowed from TIB funds in any way.

14. Program advance

Program advance up to Taka.15,000 (Fifteen thousand) for Office Assistant and Taka. 20,000 (Twenty thousand) for Area Coordinator-CE or any other responsible person working at CCCs may be allowed through bearer cheque. Any refund from program advance shall be deposited to the bank or may be kept in cash if cash does not exceed the cash holding limit.

15. Income Tax, VAT & Revenue Stamp

Deduction/payment of VAT and income tax as prescribed under the law shall be made from all payments - rentals and service providers/suppliers bills as applicable.

Deducted amount shall be deposited to the govt. treasury within the stipulated time in the name of the employee or the supplier. CCC office may seek assistance from TIB Dhaka office in this connection.

VAT & Tax related documents like; Challan, shall be sent to Deputy Coordinator-Finance and Accounts (Field Office support) once in each month or as appropriate.

Revenue stamp shall be affixed on the payment related documents as prescribed under the law and ensure Paid Seal on all payment documents.

SECTION III: PROCUREMENT PROCEDURES

16. Procurement of goods or services

A sub-committee comprising 5-7 CCC members other than the CCC President selected by a regular meeting of the CCC will constitute the Procurement Committee for all types of Procurement at the CCC level. One of them will be selected as Convener. Area Coordinator (CE) of the respective CCC will be an ex-officio member. Procurement decisions will be made subject to approval of the President of the CCC.

Any staff of TIB will raise purchase requisition (PR) for procurement of goods or services in line with approved budget, which will be approved by the Area Coordinator (CE)/CCC president or in-charge or any other member duly authorized.

(i) Purchase request (PR) approval

Purchase request up to Taka.10,000 (Ten thousand) shall be approved by the Area Coordinator (CE) and Taka10, 001-200,000 shall be approved by the CCC President. PR above Taka. 200,000 shall be approved from Dhaka Office as per Table of Authority (TOA).

(ii) Procurement process and threshold

The following procedure will be applicable for procurement of goods or services depending on value:

Estimated value	Procedures
Up to Tk.5,000	Quotation will not be required and can be purchased through cash by Area Coordinator (CE)/designated. Work order and recommendation of procurement committee will not be required.
Taka.5,001-10,000	Single quotation will be required. Purchased shall be made by the Area Coordinator (CE)/designated. Work order and recommendation of procurement committee will not be required.
Taka.10,001-20,000	Minimum three (3) quotations will be required and item shall be purchased through procurement committee. Quotations shall be examined and recommended by the procurement committee. Work order shall be issued. Request for quotation (RFQ) will not be required.
Taka.20,001 and above	Request for quotation (RFQ) will be required. Minimum three (3) quotations will be collected and item shall be purchased through procurement committee. Quotations shall be examined and recommended by the procurement committee. Work order shall be issued.

The standard policy is to give award whose offer is substantially responsive to the bidding documents, that the offer has been determined to be the lowest evaluated bidder, and provide that the bidder is determined to be qualified to perform the contract satisfactorily. Exceptions may be considered but full justification must be made in writing for record.

The provisions relating to competitive price bidding will not be applicable for the following cases:

(a) Venue rented from government department or autonomous bodies;
(b) Venue considered best or most suitable provided there is a note for record in the file (except sec.a);
(c) Food & snacks (with note for record for selecting the source) or supplied by the provider of venue;
(d) for hiring artists, instruments/hands, lighting/decoration/sound system/vehicle hire/Printing (with note for record detailing justification of selection).

The provisions relating to competitive price bidding will not be applicable for other goods/services in case of organizing training, workshop, seminar, conference, cultural function and fair.

The Procurement Committee will send its proposal to the CCC President for final approval.

The CCC President shall have the right to add, include or exclude members in the Procurement Committee as deemed appropriate.

The CCC President or its Procurement committee may include the officials of TIB in any procurement or may seek the assistance of TIB Dhaka Office to procure the goods or services for them as deemed appropriate and needed.

Upon consultation with CCC President, TIB Dhaka Office may also procure capital or revenue items for CCC, and deliver the same to respective CCC.

iii. Work order approval

Work order/purchase order above Taka.10,000 (Ten thousand) shall be approved by the CCC President.

17. Advance to vendor

For shortage of capital, any vendor or service provider may seek advance. In that case, if proper justification is found regarding payment of advance to vendor or service provider, advance up to 50% of

total contract value may be paid after getting approval from Director-Finance and Administration.of DFA

18. Sole sourcing

Sole sourcing will be applicable in the following cases:

- When there is only one supplier/manufacturer in the district/upazila.

- Where the brand of the item has been chosen through note for record and the supplier of the selected item is the producer/importer, an agent of the producer/importer and/or a published price list is available.

19. Using GRN (Good Receive Note), Work Completion Certificate and Conflict of Interest Form.

CCCs will maintain Good Receive Note (GRN), Work Completion Certificate (WCC) for above Taka.20,000 (Twenty thousand) and Conflict of Interest Form for above Taka. 10,000 (Ten Thousand) for procurement of goods or services.

Good Receive Note (GRN), Work Completion Certificate (WCC) will not required for the following goods or services:

i. Office Rent payment
ii. Food and Snacks purchase

20. Unallowable expenses

The following expenses are unallowable in any way form TIB supported projects and TIB funded events:

- Purchase of Medical Equipment
- Purchase of Military Equipment
- Purchase of Drugs or alcoholic items
- Purchase of used furniture or equipment
- GOB Restricted/prohibited items
- Illegally imported items
- Any other items as defined by TIB and its donors and NGOAB under the project proposal and MOU.

SECTION IV: BUDGET & REPORTS

21. Budget & Budgetary Control

The CCC will prepare its annual budget well in advance within the annual allocation in accordance with planned activities to be implemented throughout the year subject to revision quarterly or bi-annually as appropriate.

Expenses shall be strictly monitored by the CCC consistently with the approved budget. The CCC President or the designated member will closely supervise and control expenses where possible. 10% excess expenditure in any line item may be allowed without the approval of Director-Finance & Administration.

In special circumstances with the approval of Director-Finance & Administration, re-alignment within line items may be made over 10% provided that re-alignment is absolutely necessary and justified for the concerned line-item. The CCC shall take approval from Director-Finance & Administration with justification before commencement of over expenditure.

Allocated amounts for line-items under administrative cost and programme cost cannot be swapped between one another. However, in case any amount is saved from an allocated amount under programme costs may be expended under another item under the heading of programme cost with approval of Director-Finance & Administration.

Similarly, any amounts saved from administrative head may be expended under another item under the same head with approval of Director-Finance & Administration.

In special circumstances with the approval of Director-Finance & Administration, amounts saved under administrative head may be expended under programme head provided that allocation of the additional amount is absolutely necessary and justified for the concerned line-item.

22. Cost sharing among CCCs

In case of a joint event organized by two or more CCCs, costs may be shared by all CCCs involved in the arrangement. Budget will be prepared and jointly approved by them in advance in such cases upon consultation with TIB. However, the mode of payment will be agreed upon before the commencement of the event.

23. Reporting

Reporting period of monthly financial report of CCC shall be as per calendar month. Accordingly, CCC office will close its transactions on the last day (if last day is weekend/holiday then on immediate earlier working day).

Hard copy of Invoices shall be sent to TIB Dhaka Office along with supporting documents, copy of Bank Statement within 5th of the next month. If 5th is weekend or holiday, then report will be sent within the immediate earlier working day.

Monthly expense summary sheets/Invoices shall be approved by the CCC President/designated

Furniture & Equipment Report of CCCs will be reconciled with the report of TIB Dhaka Office and sent it yearly basis.

24. Bank Statement & Reconciliation

After end of the month or any reporting period, Bank statements shall be collected and verified with the Receipts and Payment statement.

If any cheque is outstanding for a long time (more than two months), then CCC will notify the vendor to clear the cheque.

If any cheque is outstanding for more than 6 months then the amount of the cheque will be returned to books and cancelled the cheque (s).

25. Store Management

Stock register will be maintained for storable items.

Office staff will receive necessary goods from store subject to duly entering into the Stock Register including signature and date.

If any items are received from Dhaka office, necessary record-keeping will be made on register and receive copy of Challan will be sent to Dhaka office immediately.

SECTION V: COMPLIANCE & OTHERS

26. Role of field office support team TIB Finance staff

Deputy Coordinator-F&A (FOS) will visit CCC Offices preferably twice in a year. During the visit they will review financial, administrative and any other relevant documents and suggest necessary revisions as applicable and also ensure whether CCCs'financial manual are being followed at the CCC level accordingly.

They will attend cluster meeting to provide technical/analytical assistance to CCCs staff and to ensure a harmonized financial and administrative management system in all CCCs. They will also provide necessary technical support to overcome the identified gap and staff members to ensure desired level of diligence, transparency and accountability.

Finance staff of TIB Dhaka Office will enter CCC expenses in the TIB accounts through relevant vouchers and initiate required fund disbursement to CCCs. They will also enter revised expenses report in the TIB accounts through relevant vouchers. They will assist in preparation of annual budget and control of CCCs annual budget.

27. Compliance

In all financial transactions, documentation and reporting, CCCs shall ensure full compliance with the relevant laws of the land and regulations of the NGO Affairs Bureau as well as reporting requirements for the development partners.

28. Applicability, Review and Update

This Manual shall be applicable to all financial operations relating to all CCCs, with the provision that the TIB management under the authority of the Board of Trustees shall review these periodically and update the same as and when necessary and applicable. Any changes or additional clauses shall be immediately duly intimated to the CCCs and shall become part of this Manual, with the same validity and applicability as the provisions contained herein.

29. Agreement

A Lease agreement shall be prepared on non-Judicial Stamp between the TIB and landlord*(*s*)*. The agreement includes monthly rental amount, VAT & Tax, yearly increasing rate, advance, advance adjusting policy, tenure, effective date, size of office space*(*sqf*)* and others necessary information. Any amendment of clause of the agreement will be made on cartridge paper by the consent of the both parties. Lease agreement will be signed by the Director-F&A.

Agreement can be made in CCC official pad between the party*(*s*)* & TIB i.e. hiring artists or other necessary cases.

30. Conflict of interest

TIB discourages to purchase or any financial deal with CCC, YES, ACG members, firms, shops, hotels & others. In exceptional cases considering the alternatives & situation, a decision can be taken, if necessary, subject to the approval of CCC.

31. Exception

TIB encourages to follow the rules according to the financial manual. An exception may be considered in assessing the substitutions & conditions subject to the approval of the Authority.

32. Formats

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Cheque Register

Name of CCC:

Date	Cheque #	Amount	Payee	Purpose	Signature	

Note: Both bank signatories shall sign in the cheque register for every cheque

Prepared by: Checked by: Reviewed by: Approved by:

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Capital Asset Register

Sl. No	Asset Description	Model/Type of assets	Asset category	Useful life	Date of purchase	Suppliers name	Cost price	Depreciation	Written down value	Location	Dept in use	User name	Identification Number

Prepared by: Checked by: Reviewed by: Approved by:

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Non Capital Asset Register

Sl. No	Item Name	Identification Number	Asset description	Project Name	Date of purchase	Cost Price	User Name	Location

Prepared by Checked by: Reviewed by: Approved by

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Capital Asset Verification Report

Sl. No	Asset Description	Model/Type	Asset	Useful life	Date of	Suppliers	Cost price	Depreciation	Written	Location	Dept in use	User name	Identificatio	Present

Prepared by

Checked by:

Reviewed by:

Approved by

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Non Capital Asset Verification Report

Sl. No	Item Name	Identification Number	Asset description	Project Name	Date of purchase	Cost Price	User Name	Location	Present Condition	Remarks

All the assets of this register have been checked and verified physically and found the following observations (if any):

Participants of the Verification

Sl.	Name	Designation	Location	Signature (with date)
1				
2				
3				

Approved by:

CCC President

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Purchase/Repair/Maintenance Requisition

Cost Centre: Date:

Sl No.	Item/Description	Present Stock Position	Quantity Required	Approx. Unit Cost	Total Taka
				Total Taka:	

Mode of Purchase:				
Request for quotation				
Spot Quotation				
Re-order from previous Supplies/Service Providers				
Approval:				
Submitted by:	Checked by:	Reviewed by:	Approved by:	

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Name of CCC: …….

Log Book for Motor Cycle

Name of User/Assigned person**:** Registration #

Designation:

Date	Description for Journey	Particulars of Route		Fuel Purchased		Time		Time Taken (Hrs)	Speedometer Reading at the end of Journey	KMS Run	User Signature	Remarks
		From	To	Petrol/Octane	Engine Oil	Out	In					

Note: Copy of logbook should be attached with fuel bill.

Reviewed by
(Supervisor):
Name & Designation:

COMMITTEE OF CONCERNED CITIZENS
Project: …….
Name of CCC: …….

Purchase Order

P.O. Number:
Date:

To
Vendor address

Conditions of purchase:
01.
02.
03.
04.
05.

Quantity	Unit	Description	Unit Price	Tttal
			SUB TOTAL	=
			VAT	=
			WITHHOLDING TAX	
			TOTAL	=

Signature & Date:

CCC President

COMMITTEE OF CONCERNED CITIZENS
Project: …….

Photocopy Register

Name of Month :
Name of CCC :
Name & Address of Vendor :

Date	**Name of Document**	**# of Page**	**Rate**	**Taka**	**Signature**		
					Vendor	OA	
Total Taka:							

Paid by: Received by:

COMMITTEE OF CONCERNED CITIZENS
Project: …….

Payment Slip

Name of CCC: Date:
Head of Expense:

Sl No.	**Particulars**	**Amount**	**Remarks**
Total Taka:			
In Word Amount:			

Purchaser Vendor/Service Provider

Signature: Signature:
Name: Name:

Checked by: Reviewed by: Approved by:

Notes: Please take fingerprint of vendor/service provider if s/he cannot sign. This payment slip to be used for purchase of goods/service against which bill of vendor/service provider will not be available.

COMMITTEE OF CONCERNED CITIZENS
Project: …….

Movement Register

Name of CCC:

Name of Employee	Date		Time		Purpose of Movement	Particulars of Route		Signature	Remarks
	Out	In	Out	In		From	To		

Checked by: Reviewed by: Approved by:

COMMITTEE OF CONCERNED CITIZENS
Project: …….
Name of CCC: …….

Local Conveyance Bill

Name of Staff**:** Cost Center**:**
Designation**:** Date**:**

Date	Place		Purpose	Mode of Transport	Amount **(**TK**)**
	From	To			
				Total Taka =	

(In words**):**

Submitted by**:** Checked by**:** Reviewed by: Approved by**:**

Received by**:**

Paid by**:**

COMMITTEE OF CONCERNED CITIZENS
Project: …….

Inventory Report
(for storable items)
Period: _____

Name of CCC:

Name of Items	Purchased/Received		Disbursed		Balance	
	Quantity	Value	Quantity	Value	Quantity	Value

Prepared by: Checked by: Reviewed by: Approved by:

COMMITTEE OF CONCERNED CITIZENS

Project: …….

Comparative Statement

Name of CCC: Date:

Sl #	Name of Supplier	Description of Goods/Service	Quoted Amount (Taka)	Remarks

Recommendation of Procurement Committee**:**

Reviewed by**:**

Approved by**:**

COMMITTEE OF CONCERNED CITIZENS
Project: …….
Name of CCC: …….

Allowance Payment Sheet
Purpose:

Date:

Sl No.	Particulars (Name & Address)	Allowance (Taka)	Signature & Date
Total Taka			
In Word Amount:			

Paid by: Checked by: Reviewed by: Approved by:

COMMITTEE OF CONCERNED CITIZENS
Project: …….
Name of CCC: …….

Request for payment of Programme Advance

Date:_____

(Please specify reason for advance**):**

Please pay an advance of Taka _____(Taka _____Only) against payment of _____bill for the _____to be held on _____.

Signature	:
Name & Designation	:

Checked by: Reviewed by:

_____ _____
Approved by Receipt Acknowledgement

Paid by