



Bangladesh Shrimp & Fish Foundation (BSFF)

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Personnel Manual/HRM and Financial Manual of BSFF



1st September, 2013



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SECTION-A: GENERAL CONDITIONS

Chapter-1

1.1 Brief Introduction of BSFF:

Very short Introduction to the organisation followed by its mission.

Bangladesh Shrimp and Fish Foundation (BSFF) is a non-profit research and advocacy organisation established with multiple objectives—the foremost of them to provide support critically needed to improve and sustain the shrimp and fish based industry in Bangladesh. One of its prime objectives is to realise the full potential of the fisheries sector in Bangladesh to contribute to the all-round development of the economy and meet national and international consumers' needs, while working in a systemic manner as an inter-face among private sector business and industrial entities, relevant government and development agencies, general public, research and academic institutions, regional and international organisations. The establishment of BSFF's was facilitated by a USAID project.

1.1.1. BSFF Mission

BSFF works for the growth of the aquaculture industry of Bangladesh and has, as its mission, to make this growth economically viable ensuring both producers and consumers mutually reinforcing gains, in compliance with the international principles of responsible aquaculture or good aquaculture practices ensuring environmental sustainability, broad compliance with Labour Laws of the country and empowerment of the poor and women. BSFF mission focuses on poverty alleviation as one of the major focus areas with the ultimate objectives of overall economic development of Bangladesh.


1.1.2. Legal Status

BSFF was registered in 2003 under Trust Act 1882; and subsequently it was also registered in 2008 under Social Welfare Services in Dhaka, Bangladesh


1.1.3. Objectives


The main objectives of the BSFF are:

- To serve as a big tent to work closely with the fisheries related concerned government agencies, stakeholders, NGO's and donor agencies
- To help unite the fisheries based industry stakeholders so that they work in harmony, in good understanding and in a coherent way
- To facilitate exchange of opinions between and among various fisheries based industry stakeholder groups to reach sound consensus through dialogues, workshops, seminars, etc
- To assist government to introduce improved technologies for significantly increasing production of selected fish and shrimp in the quickly diminishing cultivable land/water enhancing farmers' income and purchasing power enabling them to improve the quality of their living
- To join the national efforts for ensuring food safety and quality of aquatic food and heir products at all levels of production chain enhancing market access and prices of aquatic food products both in the domestic, as well as, international markets
- To organize, in collaboration with DoF/MoFL series of training related to GAqP-HACCP-Traceability and code of conduct (CoC) for all segments of the fisheries based industry in an effort to establish an environmentally sustainable, socially responsible and hygienically safe aquatic food industry in Bangladesh
- To conduct continuous market researches on the development of new production technologies and dynamics of quantitative and qualitative market demands for aquatic food products and provide new information to the stakeholders so that they can orient their indstry operations to better cope with the modern needs
- To develop a database and a central information repository on the Bangladesh fisheries industry
- To conduct technical, social and environmental researches and studies in collaboration with individual researchers or with existing organizations, including NGOs and associations
- To facilitate formation of private sector associations and Private Public Partnership organizations
- To publish reports, booklets, newsletters and other awareness building materials on a regular or periodic basis


Director
Bangladesh Shrimp and Fish Foundation

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Director
Bangladesh Shrimp and Fish Foundation


Chairperson
Bangladesh Shrimp and Fish Foundation

1.1.4 Purpose of the Manual:

This manual presents the standard procedure and policies of personnel management of BSFF. This is a guiding rule for all staff members of BSFF, which serves the interest of both the employer and the employees.

Each section of this manual defines the policies and procedures of personnel management, however, not all events can be incorporated / defined. As such, under special cases management shall try to remain true to the intent of welfare of the employees of BSFF.

1.2. General Employment Conditions:

Bangladesh Shrimp and Fish Foundation (BSFF) will, make no distinction between genders, religious affiliation, cast or class while giving any employments to any post. By accepting employment with BSFF, the employee will agree to abide by the authority of staff structure and co-operate with his/her colleagues and superiors according to the employee's job description and title classification. Staff members are to exercise the utmost discretion in all matters of organisation's business. They shall not communicate to any person any information known to them by reason of their official position, which has not been made public, without the authorisation of the Management, nor shall they use such information to their personal advantage. These obligations of a staff member cease not even upon separation from BSFF.

BSFF promotes a culture of participation, openness, autonomy and teamwork. Monitoring and evaluation is primarily seen as a learning instrument. Program implementation, staff productivity and program costs are monitored regularly.

Management: The organization is managed by a Board of Directors composed of technical experts, economist, researchers, academicians, lawyers, human rights specialist and entrepreneurs as well as representatives from local and international organizations including human rights and environmental groups. The Board meets normally twice a year and is responsible for devising overall policy. The Board has a Chairperson who conducts all meetings and all policy level functions of the organization.

BSFF will have a senior management team comprising of senior and junior executive to manage Admin, Accounts & Finance, program coordination, Admin and Field Office and main office under the leadership of Executive Director(ED).

The overall responsibility of implementing the Board's decisions is vested with the Executive Director.

The ED under the leadership of the Chairperson will provide overall supervision, guidance, strategy management, direction and integration of all components of BSFF development processes.

1.2.1. Process of updating:

The personnel procedure and policy of BSFF is not a static document, it is expected to review and update time to time to be a living and evolving document. The Board of BSFF, will review the proposals from the Management, to be submitted as and when required or when amendments become essential for the interest of the organisation and its staff, and take appropriate decision.

1.2.2. Organogram:

The Organogram indicates the management and personnel structure of BSFF. It shows the vertical and horizontal relationship among the staff. The Organogram set out as **Annex-1** will be reviewed and revised from time to time with the changing requirements of the organisation.

1.2.3 Reserve clause

The Management of BSFF reserves the right to add, amend or delete issues of this manual from time to time with the approval from the Executive Board

1.2.4. Effectiveness:

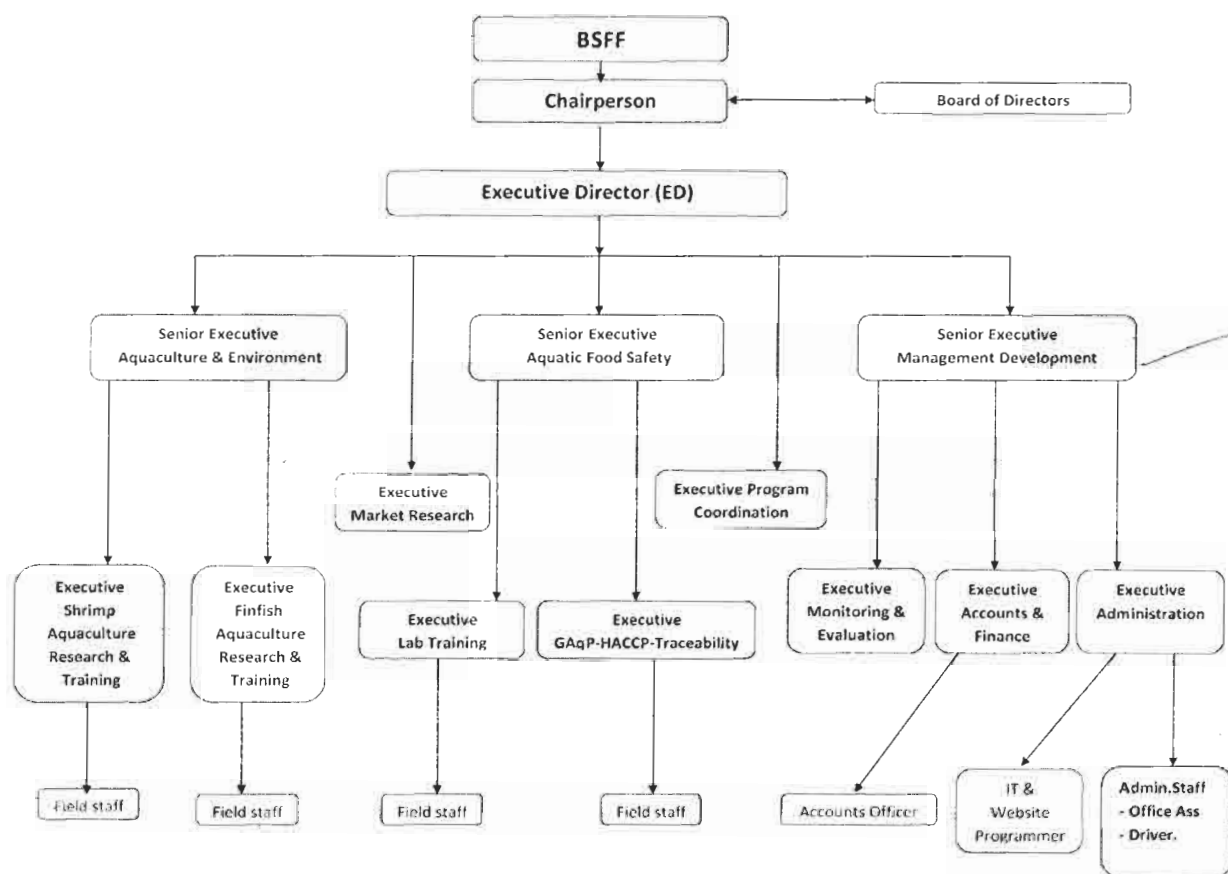
This manual has come to operation from 1st June, 2012


Chairperson
Bangladesh Shrimp and Fish Foundation



Annex-1

SECTION B: PERSONNEL PROCEDURE AND POLICY



Chapter-2

2.1 Classification of Employees

Employees are classified according to their contractual status. BSFF has three categories of staff as follows:

Core Positions:

A Core Positions remains as long as the Organization exists or the Management keeps the post.

An employee, who has been recruited against a core position, may remain in the position as long as (i) he/she attains the age of retirement, (ii) his/her performances are satisfactory; (iii) he/she is physically and intellectually fit to perform his/her job responsibilities.

Project Staffs:

An employee who has been charged against a time bound project will be called a Project Staffs. The service duration of a project staffs will depend on the project duration. Salary and other benefits of such staff will be changed from the budget provision of the project. Employment contract automatically terminates with the end of the project.



2.2 Category of Core and Project Employee

CORE EMPLOYEE

Grade – F	Cleaner / Guard/ Messenger
Grade - E	Driver / Office Assistance
Grade - D	Accounts & Finance officer / Field staff / IT &Website Programmer Manager
Grade - C	Executives
Grade - B	Senior Executives
Grade - A	Executive Director

While the above are the formal positions, all staff must be prepared to do all the tasks involved in the work of BSFF to the best of their ability when called upon. BSFF may operate through the temporary hiring of competent professional/person to specific Program works. It may also hire temporary administrative staff from time to time. Their conditions of work will be specified in a separate agreement.

2.3 Recruitment:

Recruitment of Core staff shall be made only when posts are vacant and felt essential and approved by the Board. The ED will develop a proposal for recruitment against a vacant position. The proposal must be approved by the Chairperson and the recruitment process will take place as per recruitment policy narrated under Section - D.

2.4 Appointments and Confirmation:

Every appointment of the staff against a vacant position or a new opening at BSFF shall be on a probation period of three months. The period of probation may be extended by another three months, if the staffs fail to prove his/her efficiency during the period of probation. On completion of the probation period, the performance of the staff will be evaluated by the immediate supervisor and placed before the Management represented by the ED to take decision about confirmation, which will be communicated to the incumbent. On confirmation of an employee, he/she shall be entitled to all privileges, as per rules laid down. However, in specific cases, the management represented by the ED reserves the right to provide appointment of an incumbent as confirm staff from the date of joining. In such cases, approval will be required from the Board. Every employee should fill up the biographical data sheet provided by BSFF

2.5 Certification of Criminal and Narcotics Offenses and Drug Trafficking

Every employee of BSFF should declare in writing that he or she has not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the Government of Bangladesh or any other country concerning criminal and narcotic issues last ten years and he/she was/is not involve any terrorist activities or associate with any terrorist organization.

The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by BSFF, taking into consideration all of the pertinent facts and circumstances, ranging from refund claim to criminal prosecution or termination.

2.6 Initial determination of salary:

Salary of newly recruited staff will be fixed at the starting of appropriate grade. However, depending on the qualification and experience of a candidate, the ED will have the discretion to offer higher salary within the scale of pay with due consultation with the Chairperson. The salary will be composed of the basic salary and fringe benefits.

2.7 Job Description:

All Management employees will be provided with a job description at the time of joining. If an employee does not have one, he/she must inform his/her respective supervisor. Job description must comprise of an overall description of the post and list of all the principle accountabilities of the job-holder. The job description may be revised at any time to reflect changing patterns of work.



2.8 Time Sheet and Monthly Reporting

The employee from grade A-F shall fill up the monthly time sheet and submit to the Admin & Accounts section through the immediate supervisor. The employees shall prepare and submit the monthly reports to the immediate supervisor.

2.9 Induction:

An induction program (2-3 days depending on the employees' level) will be chalked out for each newcomer, so that he/she is introduced to the existing employees and can become conversant with the systems and values of the organisation. The Executive Program Coordination will organise the induction program.

2.10 Performance review and increment:

Performance of each employee will be reviewed annually. Performance Appraisal will be done by the immediate supervisor and ED before placing to the ED for final decision. For satisfactory performance, normally one increment will be granted, at the same time, increment of an employee may be suspended by the Management, if his / her performance is found unsatisfactory.

In case of exceptional service by an employee, as recommended by the concerned supervisor, additional increment may be awarded to an employee with prior approval of the chairperson. The number of additional increment should not be more than two in one year of service.

2.11 Promotion:

Promotion, or the advancement of a staff member to a post of higher grade, results either from reclassification of post or reassignment to another post with greater or different responsibilities. In that case, the salary of the promotes staff will be readjusted with the higher grade.

Promotion must be based on merit, performance, extra qualification, ability, as well as availability of a suitable vacant position.

If a position becomes vacant or a new position is created, BSFF employees may apply for reassignment and/or promotion. In case of recruitment their application will be treated like that of any outside applicant.

All reassignments must be done in consultation with the immediate superior and Departmental Head and approved by the ED.

2.12 Transfer:

Any employee may at any time be transferred from one department to another, or from one location to another location depending on the requirement of BSFF. In such case advance notice will be served to the concerned staff giving minimum seven days time. However for female and pregnant staff, organization will consider the length of notice period differently.

Chapter –3

Employee Salary, other Service Benefits and Responsibilities

3.1 Fixation of Salary:

During the probation period, every employee will receive consolidated salary as negotiated. After confirmation of service, every employee shall be paid salary in accordance with the Grades, and as per the following salary and allowances package:

BASIC SALARY OF REGULAR EMPLOYEE:

Grade-A:	: Taka: 1,00,000/---1,50,000/ ✓
Grade-B:	: Taka: 60,000/--1,00,000/
Grade-C: -	: Taka. 40,000/--60,000/ ✓
Grade-D:	: Taka: 25,000/--35,000/ ✓
Grade-E:	: Taka: 15,000/--25,000/
Grade-F:	: Taka: 10,000/--15,000/

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Qualifications and experience requirements for each post to be clearly stated

The project staff may have different remunerations and benefits as allowances provided in individual projects; experts/ staff of different projects may not get uniform salaries and benefits. The Expert staff may not get any special benefits, like, pension, gratuity, earned leave, etc

3.2 House Rent Allowance:

House rent allowance will be given to BSFF regular employees at the 40% of basic salary for all Grades of regular staff.

3.3 Overtime/Extra duty allowance:

This Article may be as follows:

Where an employee of Grade E works on any day or week for more than the hours fixed he shall in respect of overtime work, be entitled to allowance at the rate of twice his ordinary rate of basic wage.

Drivers working hours should be specified for the purpose of OT allowance.

All staff below Grade E will be entitled to get overtime at a double the rate of per hour basic salary, whether worked on working day or holiday.-

OTHER BENEFITS:

In addition to monthly salary and allowances, each employee of BSFF will be entitled to the following benefits as per rule laid down:

3.4 Cost of Living Adjustment (COLA) :

BSFF will review the Cost of Living Index at the end of every year and allow COLA to the confirmed employees. The calculation of COLA will be based on 'Labour News' published by Bangladesh Employers' Association but, in any case, not exceeding 10% of basic salary in any year. Every year, the COLA will be effective from 1st January on the basis of 31st December of the previous year.

COLA recognises the cost of living increase over time and the same need to be recognised in salaries paid to staff. All employees are eligible to COLA, after confirmation in the job. This is separate from the annual increment. COLA will be calculated on December's basic salary and paid on prorata basis.

or

Periodic salary review. A committee will be formed by the Chairperson to review the salary scale and suggest new salary scale for the organisation. The Board will approve the revised salary scale and period of implementation.

3.5 Festival Allowance:

Each year Festival Allowance equivalent of one month's basic salary will be paid to all regular employees. The allowance will be paid approximately ten days prior to the employees' respective religious festivals i.e. Eid-ul-fitre, Durga Puja, Christmas or Buddha Purnima. In case Muslim staff the allowance will be split into two equal portions for Eid-ul-fitre and Eid-ul-uzha.

3.6 Provident Fund:

a) Membership of the Fund:

Every employee whose service has been confirmed shall be eligible for Membership in the Fund.

b) Contribution:

Each Member shall contribute to the Provident fund 5% per cent of her/his basic salary in a month. The member's contribution shall be deducted from the monthly salary, and BSFF shall contribute equal amount which will be paid by BSFF to the Fund, and be credited to the account of such Member in the Fund.



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c) Administration of Provident Fund:

Provident Fund of BSFF may be recognised by the National Board of Revenue (NBR). It will enable the employees of the organisation to get maximum tax benefit out of the fund. The fund shall be managed by the Provident Fund Trustees Board to be selected by the Management and be administered in accordance with the rules of that fund.

Or

The following may be adopted:

The fund shall be managed by the Provident Fund committee to be selected by the Management and be administered in accordance with the rules of that fund.

3.7 Gratuity:

On being honourably discharged from BSFF, regular confirmed staff will be entitled to receive gratuity. An employee dismissed from service due to misconduct shall not be entitled to any gratuity for his services with the organization. Gratuity will be paid at the rate of one month's basic salary for each completed year of service plus the pro-rated months, calculated on the pay drawn in the last month of the employee's service. An outgoing employee will not be entitled to receive such benefit at the time of separation, if he/she has not served at least for 24 months (two years) including probation period. In case of retirement, gratuity benefit will be equivalent to **one** Months' basic salary for each year's service put in but not exceeding 12 month.

3.8 Additional Charge Allowance:

The ED may appoint a regular employee to act on vacant position of same grade for a temporary period only as per following rules:

The "Additional Position" shall be considered only for officiating in a position from Grade –C and lower.

An additional allowance may be granted at a fixed rate of Tk-5000/ only for the period the employee has been officially acting in that position. The employee is expected to perform the function in addition to his normal duty.

3.9 Group Insurance:

All regular staff will be covered under a group insurance policy to be maintained with *Life Insurance Company*. This will be considered as the compensation scheme of the organisation. BSFF will pay yearly premium of group insurance for all staff. The sum assured will be equivalent to 24 months' basic salary for each employee.

3.10 Loans/Advances to Employees:

In case of emergency, personal loan or advance will be given to any employee of BSFF after approving by ED or loan may be taken from other fund (e.g. provident Fund) to meet any extreme crises. Such loans/ advances will be recovered from the employee by deducting from his/her monthly salary. Minimum deduction shall not be less than 5% of loan.

3.11 INCOME Tax:

As per prevailing law, income tax will be deducted at source from the monthly salary of the staff, whose salary income exceeds the non-taxable limit.

The deducted amount shall be deposited to the bank by BSFF as per rule of NBR (within 15 days of deduction).

An organisation can also pay income tax on behalf of an employee. However, assessment of tax shall lie with the individual employee.

3.12 Travel on Official Business:

If an employee is required to travel on official business, per-diem and accommodation will be paid in the form of Daily Allowance. There will be two different rates for per-diem – one for 'High Cost Area' and another for 'Normal Cost Area'. The High Cost Areas include divisional head quarters, Cox's Bazaar and Rangamati, Maymonsing & Bogra district head quarters. All areas other than those are categorised as Normal Cost Areas.

Employees in any Grades shall be entitled to receive per-diem on submission of a Travel Expense Report (TER) provided that travel times are recorded and validated.



3.14 Per-diem

Entitlement for Food Cost under High Cost and Normal Cost Area will be as follow:

Grade	High Cost Area	Normal Cost Area
E	800	550
D	1000	600
B- C	1200	800
A	1400	1000

3.15 Accommodation:

Entitlement for accommodation under High Cost and Normal Cost Area will be as follows:

Grade	High Cost Area	Normal Cost Area
E	1000	800
D	1500	1000
B -C	2000	1500
A	3000	2000

General Conditions:

- Staff members are entitled to receive cash payment for per-diem, only when office makes no arrangement
- Only in case of overnight stay during approved official trip, staff members will be entitled to receive accommodation charges. In case the office does not provide accommodation, the staff members will receive accommodation charges at the rate shown above.
- If anybody on official duty does not stay at the hotel, but stay in his/her house or friend's or relative's house, he/she shall be entitled to a fixed allowance which may be equivalent to 50% of the admissible hotel room rent. besides, he / she shall be entitled to the usual per diem



- E. If anybody on official duty does not stay at the hotel, but stay in his/her house or friend's or relative's house, he/she shall be entitled to a fixed allowance which may be equivalent to 50% of the admissible hotel room rent. besides, he / she shall be entitled to the usual per diem

3.16 Travel expenses:

- A. Field visits must be approved 3 days ahead by the Executive Director or immediate supervisors. Requisition format is available.
- B. For travels outside the designated area, employees will normally utilise the cheapest and most economic transport.
- C. The employees of Grade A, B and C for outstation travelling can use official transport, if more than two members are travelling together and with the permission of ED. In other cases public transport should be used.
- D. Employees of Grade A, B and C are allowed to travel by first class train/steamer and air-condition bus. Grade A & B can avail of Air Travel, for other employees in case of special ground Air Travel may be allowed with the special permission of the Chairperson.
- E. Organization may keep provisions for paying additional travel expenses for female staff

3.17 Overseas Travel Expenses:

a) For travelling abroad on official work other than on training, an employee of BSFF will get per-diems including boarding and incidental expenses at the following rates:

- i) For SAARC countries : US\$ 40/day
- ii) For all countries in Asia, Africa and Latin America except Japan: US\$ 60/day
- iii) For all countries of Europe, America, Australia, Canada and Japan: US\$ 80/day

- No per-diem will be paid during air travel time.
- While an employee attending any training and the training fees includes boarding and lodging cost, in that case the incumbent will receive 10 – 15% of the above per-diem rate as incidental expenses depending on the situation as decided by the Management.
- The local transport expense for movement on official business will be reimbursed at actual, on submission of voucher.

3.18 Office Hours:

The minimum net working hours for BSFF staff will be 40 hours per week considering 5 working days from Sunday through Thursday.

Head Office

Office timing for the professional staff: Sunday to Thursday 09:00---5:30 pm with a maximum of 30 minutes break for lunch. Their coming to office earlier and leaving the office later than the office timing on any week day are not generally required. They may, on special occasion work for a longer period if it is required.

Field Office

Office timing for the field staff: Sunday to Thursday 09:00---5:30 pm with a maximum of 30 minutes break for lunch and prayer.

These working hours may be adjusted during the period of Ramadan and at other times due to unusual events. The above timings do not apply to those employees, whose conditions of employment, job description or other statement of work responsibilities noted otherwise. As BSFF is a service oriented organization, the working hour can be changed for a particular position and /or section provided minimum working hour per week remains 40 hours. However, in case of lactating mother, organization may provide flexible working hour.



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3.19 Daily Attendance:

- Every employee should make entry of his/her arrival and departure time in the attendance register kept for this purpose at the Administration Department.
- Attendance after 15 minutes from the office time will be considered as 'Late' and the latecomers' attendance will be marked. For every 3 -day's late attendance in a month, one day's earned leave will automatically be deducted.
- Attendance register must be signed by the Manager Administration.

3.20 Holidays and involuntary leave:

All public/national holidays will be observed by the organisation and staff will enjoy public holidays. A list of such holidays will be notified to the staff at the beginning of the calendar year. Friday and Saturday shall be treated a designated weekend.

Chapter – 4

Leave

4.1 Leave Benefit

Both the permanent and project employee will be entitled to enjoy the following approved leave:

- Earned/Annual Leave
- Special Leave
 1. Casual Leave
 2. Medical Leave
 3. Maternity Leave
 4. Paternity Leave

4.2 Earned Leave:

- I. Every employee shall be entitled to 1.5 day earned leave for every 21 days, in other word 17 days for each completed year of service.
- II. Earned/Annual leave can be taken at best for 7 days at a stretch.
- III. Normally, staff's must take leave during the year in which it is earned. If a staff cannot be enjoyed the leave, they may carry forward 12 days of EL each year and accumulate up to a maximum of 360 days. Leave accumulated more than the limit shall automatically lapse.
- IV. Normally the employee shall give 1 week's advance notice before availing earned leave.
- V. Leave accumulated during service period (maximum 360 days) will be paid only at the time of retirement.
In such case payments will be calculated as last month's basic salary .

4.3 Casual Leave

- I. Every employee shall be entitled to avail 10 days casual leave for each calendar year.
- II. No employee is entitled to enjoy more than 3 days casual leave at a time.
- III. Casual leave can be taken for attending examination, sickness of dependants, personal business etc.
- IV. The unutilised leave of a year will not be carried over.
- V. Casual leave cannot be combined with any other leave.
- VI. In case an employee remains absent for more than half of a day, with-out prior approval, such absence will be considered as one-day casual leave.



VII. Normally prior approval to be taken for availing casual leaves. However, if any employee fails to attend the office for emergency cause, that is to be intimated to the office as soon as possible.

4.3 Medical Leave

- Sick leave for 14 days with full pay shall be allowed per year, which cannot be accumulated.
- Sickness must be certified by the nominated MBBS doctor.
- According to the following procedures, the competent authority may grant additional sick leave to an employee in case of prolonged serious sickness supported by MBBS doctor's certificate:
- Sick leave for the year will be used up first.
- The annual leave to the credit of the employee will be adjusted with full pay.
- Next 15 days leave with full pay. Beyond which the ED will take decision on the basis of the merit of the case.

4.5 Maternity Leave

- I. A female employee may be granted maternity leave up to 2 children with full pay for 2 times during her service life for a period not exceeding four months each time, provided that she has completed 06 months of service in BSFF. Those who already have 2 children will not be entitled to such a benefit.
- II. Maternity leave may be combined with earned/medical leave subject to prior approval of competent authority and may be split to avail both during prenatal and postnatal stage.

4.6 Paternity Leave

A male employee may be granted paternity leave on full pay for a period of 7 days. This leave will not be more than twice in his service life in service. Those who already have two children will not be entitled to such a benefit.

4.7 Entitlement of Benefits:

Subject to other provisions, Employees of BSFF will be entitled to above benefits as follows:

- | | |
|--|---|
| a) COLA/Salary review | - From 1 st January to confirmed employees on pro-rata basis from the date of confirmation |
| b) Festival Allowance | - On pro-rata basis from the date of appointment |
| c) Provident Fund | - From the date of confirmation |
| d) Gratuity | - From the date of joining |
| e) Compensation Scheme (Group Insurance) | - From the date of confirmation |
| f) Earned leave | - From the date of joining |
| g) Sick Leave | - From the date of joining |
| h) Casual Leave | - From the date of Joining |
| i) Maternity Leave | - From the date of joining |
| j) Paternity Leave | - From the date of joining |



Chapter - 5

Termination, Resignation, Dismissal & Retirement

5.1 Termination:

- During the probation period or at the end of the probation period of a regular employee, the service of an employee may be terminated by the Employer or the Employee at any time without any notice.
- The service of a regular employee who has been confirmed may be terminated by BSFF by a written notice of not less than one months or on payment of one months salary in lieu of notice.
- Notice of termination cannot be given to a female employee while on maternity leave.

Reasons for termination:

Under the following reasons, service of an employee can be terminated:

- Dissolution of the position.
- Service of the employee is no longer required for the interest of BSFF
- Convicted by any court of law for an offence involving moral turpitude.
- Convicted for misconduct or break of organisational discipline.

5.2 Redundancy:

Post(s) will automatically cease to exist in case of changes in the organogram due to changes in the activities of BSFF and the incumbent(s) occupying the post(s) will get terminated. Existing procedure of issuance of notice will follow. In addition to other benefits as per rule, the incumbent(s) will receive two month's gross salary.

5.3 Temporary Employment:

Staff can be employed on temporary/contractual basis, which is essentially of a temporary nature, to complete a particular job within a specific time. In that case, the service of the employee will be automatically terminated at the end of the period or job. Temporary staff is not entitled to receive any other organisational benefit other than consolidated salary or mentioned otherwise in the agreement.

5.4 Resignation and notice period:

An employee who is confirmed and desirous to leave BSFF may resign by giving not less than 01 month's notice in writing to the ED for grade B and C and to the competent authority for other grade of employees (in relevant cases, through his/her Supervisor) of BSFF or on payment of 01 month's gross salary in lieu of notice.

Management may not accept a resignation letter of an employee, against whom specific allegation for theft or misconduct has already lodged or a departmental enquiry is in process and in other case, where the period of service not yet completed as per agreement between the employee and BSFF. Employee under probation period needs not to submit notice.

An employee, who have submitted resignation letter, shall be treated as staff member of BSFF and continue to discharge his/her duties and responsibilities until acceptance of his/her resignation and issuance of clearance certificate.

5.5 Dismissal:

For the reason of serious moral turpitude or any act, which will be treated as a threat to the discipline of BSFF, the concerned employee will be suspended immediately. Afterwards, the departmental head will nominate one staff (not below the position under grade C) for investigation. On the basis of the investigation report, Administration shall bring specific allegation against the concerned employee with due approval of the ED. If the employee is proved guilty, his/her service shall be dismissed, otherwise, he/she will be reinstated with due respect. All this process to be completed within 45 days. The ED, if thinks necessary may extend the time up to 60 days in writing.

In case of any other act of an employee, which tantamount to disciplinary action, a show cause/Explanation letter will be issued giving not less than five days to respond to the written allegation. Afterwards the process as above will follow. Any type of sexual harassment and criminal offences will lead to immediate dismissal from the job for the concern employee.

5.6 Retirement:

Every regular employee of BSFF shall retire at the age of 65 years . However, if the organisation desires, and the retiring employee is found fit, under a separate contract the service may be renewed for maximum of 5 annual extensions at the discretion of the Board, BSFF, provided sufficient justification is found on the following grounds:

- a) Efficient work
- b) Good health
- c) Difficult to find a similar efficient worker.

During the period of extension, the employee will not be governed by the pay and service rule of BSFF, but all terms and conditions shall be on contractual basis mutually agreed.

5.7 Payment of Final Settlement in respect of a Regular Employee:

NORMAL TERMINATION OF A CONFIRMED STAFF:

When the service of a confirmed employee is terminated, she/he shall be given the following benefits:

- 01 months notice or 01 month's salary in lieu of notices.
- Gratuity as per rule.
- Provident Fund as per rule.
- Salary for un-availed earn leave as per rule.

DISMISSAL:

When a confirmed employee is dismissed from service on account of misconduct he/she shall be given only the following benefits:

- I. Provident Fund as per rule.
- II. Salary for un-availed earned leave as per rule.

REDUNDANCY:

In case of redundancy, the concerned staff will be given the following benefits:

- I. One month's notice or one month's salaries in lieu of notice.
- II. Two month's additional gross salary
- III. Gratuity as per rule
- IV. Provident Fund as per rule.
- V. Salary for un-availed earn leave as per rule.

RETIREMENT:

In case of retirement, the concerned staff will be given the following benefits:

- I. Gratuity as per rule
- II. Provident Fund as per rule.
- III. Salary for un-availed earn leave as per rule.



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Chapter – 6:

Disciplinary Actions and Grievance Procedure

6.1 General Conduct and Practices

- a) All employees are obliged to follow the office orders, service policies of BSFF and also the orders of the higher authorities.
- b) All employees shall perform honestly and sincerely and maintain secrecy of the official matters.
- c) No employee shall absent from duties or leave workplace without prior approval of competent authority.
- d) No employee shall take part in any activities detrimental to the interest of BSFF.
- e) No employee shall engage directly or indirectly in any business contact with BSFF.
- f) No employee Shall receive or give bribe to/from any body.
- g) No employee Shall be involved in any acts and omissions liable for disciplinary action.

6.2 Punishable Acts and omissions

The following acts and omission shall be treated as misconduct and liable for disciplinary action:

- a) Wilful insubordination or disobedience, whether alone or in combination with others, of any lawful or reasonable order of a superior.
- b) Theft, fraud or dishonesty in connection with the employer's business or property.
- c) Taking or giving bribes or any illegal gratification in connection with his/her or other employees of the organisation.
- d) Habitual late attendance.
- e) Habitual absence or/and absence without leave for more than ten days.
- f) Falsifying, tempering with, damaging or causing loss of BSFF's official records.
- g) Divulgence of confidential and/or serious business matters of the organisation to outsiders, which can adversely affect the organisation.
- h) Poor annual performance report for consecutive 3 years.
- i) If anybody involved in Share market business during office work
- j) Negligence in maintenance of office assets, viz. vehicles, equipment, and causing damage.
- k) Creating public nuisance in the office.
- l) Sexual harassment or any indecent behaviour including comments towards colleagues.
- m) Any other act or omission considered being subversive of discipline by the Management.
- n) If anybody involved in anti state activities
- o) If anybody involved in narcotic or drug trafficking activities

6.3 Types of disciplinary action:

The types of disciplinary action taken depend on the nature, frequency and severity of the misconduct.

- a) Minor disciplinary action may include:



1. Verbal Warning
 2. Warning letter,
 3. Withholding increment for a specific time,
 4. Withholding promotion,
 5. If money or property damage is involved, recovery from the concerned employee's salary of all or part of the amount.
- b) Major disciplinary action may involve any of the following:
- Suspension
 - Dismissal from service

6.4 Suspension

The following procedures to be followed in case of suspension:

- The employee is given a written suspension order outlining the reasons for the suspension.
- In any case, the period of suspension cannot exceed 60 days, within which period the whole procedure to be completed and decision to be taken.
- During the period of suspension, only 50% of the basic salary without any allowance will be paid to the employee. The payment is not reimbursable to BSFF even if dismissal occurs.
- The suspended employee is to hand over all keys, documents and other BSFF properties to his/her superior after the issuance of suspension letter.
- The competent authority will appoint an enquiry team/officer immediately.
- The enquiry team/officer will investigate the charges and the employee's defense
- The employee is to submit a written reply on the charges, to the enquiry team/officer within 5 working days after receiving suspension letter.
- The enquiry team/officer shall submit a written report (containing information on circumstances, evidence, facts witnesses, defense etc and a judgment on guilt or innocence) to the authority as soon as possible, but at the latest within 30 days from the start of the suspension
- On the basis of this report, the authority will decide if and which disciplinary action is to be taken.
- If the suspended employee is found not guilty, he/she will be reinstated immediately and the employee will be given all the pending salary and benefits for the period of suspension.

6.5 Dismissal from service

- If warranted by circumstances and if the charge can easily be proved, the appointing authority, with approval of the Chairperson of the Board, shall dismiss an employee.
- Dismissal will be in writing, detailing the reasons for this and stating how to appeal against the decision. The appeal must be submitted in writing within 30 working days on receipt of the dismissal letter and addressed to the Chairperson.

6.6 Disciplinary procedure

Before any disciplinary action is taken, the following procedures to be followed:

- a) The employee to be informed in writing of the intention and reasons for the action
- b) The allegation should be specific and written



- e) An inquiry team or officer to be engaged to prove the allegation brought against the employee. Such an inquiry team or officer should be engaged by the competent authority.
- f) The inquiry team/officer shall make recommendation on the type of punishment (minor or major), depending on the nature, frequency and severity of the offence.
- g) Before giving any punishment to any employee he/she should be issued a 'Show cause notice' to explain, why punishable action will not be taken against him/her

6.7 Grievance procedure:

Any employee, who has a grievance in respect to any matter and wishes to seek redress thereof, must observe the following procedure:

- a) A written complaint should be given to their immediate supervisor
- b) If the staff member is not satisfied with the response from their Supervisor, the employee should write to the next level of Supervisor with a copy to the relevant higher authority.
- c) The notice must be submitted within 15 days of occurrence of the cause of such grievance and the authority must within 30 days of receipt of such grievance, inquire into the matter and give the concerned employee an opportunity of being heard and communicate the decision, in writing, to the employee.
- d) All complaints must be in writing, signed and dated by the employee(s), if they are to receive consideration. No anonymous grievances or allegations will be considered.
- e) Provided that in the relevant case the Chairperson or the ED may, if thinks that there might be substantial allegation which can be proved and if he considers it necessary to investigate the allegation, he may order to investigate such allegation.
- f) Writing, disseminating or assisting in the spreading of anonymous allegations if not proved will result in severe disciplinary action for all employees involved.



SECTION – C: ADMINISTRATIVE RULES AND REGULATIONS

Chapter -7

Administrative Rules and Regulations

7.1 Care and Custody of Keys to the office:

There should be one full set of keys (except the keys for cash and Store) in the office keyboard for use by the employees on all working days. Key of the keyboard will be under the Administration department. Accounts/Finance manager will keep the key for his/her safe for cheque books, and the petty cash. Keys for stationery will remain with the Administration and also duplicate keys for the stationery will remain with the Accounts department.

The security guards will be solely responsible for security of the campus during office time, after office hour and weekends/holidays.

7.2 Authority:

The level of authority will be determined as per the following table of authority:

Sl. No	Item	Recommending authority	Approving authority
I	Recruiting proposal	ED	Chairperson
li	Promotion	ED	ED/Chairperson
lii	Leave	Immediate supervisor	Departmental Head
Iv	Local Travel	Immediate supervisor	Departmental Head
V	International Travel	ED	Chairperson

7.3 Conflict of Interest:

During the employment with BSFF, an employee is fully committed and responsible to the organization, which will contribute towards enhancing BSFF's image. As such, during the tenure of employment, all employees' responsibility is to uphold the interest of the organization over any personal interest. All employees shall be free of any personal interest, which could influence his/her judgment or action in terms of delivering agency's services to others. Employee will disclose in writing to the Executive Director any paid or unpaid activities of the employee taking place during the period of the contract directly or indirectly related to the scope of this contract. A Non disclosure of such activities constitutes a breach of contract and grounds for immediate dismissal.

7.4 Declaration of relationship:

- Other than spouse of an existing staff, no first blood relative of any staff member can be employed, even in any junior position. Here, blood relative shall include brother, sister, children, parents of the employee.
- Staff members already in employment shall have to give such declaration within (mention time period)



- c) During the period of employment, if Management discovers any such relationship not being declared with in specified time , the senior staff member will be terminated on disciplinary ground.

7.5 Confidentiality:

All employees and consultants are required to sign a Confidential Agreement. Employees must ensure to maintain confidentiality of the company's activities and must not divulge any information to a third party that will jeopardize the interest of BSFF or of the staff members without the written consent of the Executive Director. This policy applies to the ED and all other employees, regular or temporary. It relates to spoken, written and computerized information.

7.6 Double Employment/Consultancy:

No employees of BSFF should be engaged in Employment outside of BSFF either on full time or part time basis, except in exceptional circumstances, each employee has to have competent authorities consent. Such work, if agreed, must not be done within BSFF's working time.

7.7 Use of Computer:

No desktop computer or hard drive belonging to BSFF can be taken home by anybody for personal use without the written permission of the Executive Director. Taking office computer out of office by any employee without the consent of the Executive Director/management will cause disciplinary action. No software of Program Officer/ Internal Audit& Accounts Officer/Documentation officer/IT Officer /Field Officer shall be loaded in the BSFF computer without permission of the management. In case of official use, the computer shall be taken for the time being with the permission of ED.

7.8 Use of office Vehicle:

Vehicle should be maintained and serviced after 5000 km and after 6000 km run lubricant and air filters must be changed. The vehicle must be kept in smooth running condition at all times for safety of the passenger. Driver should take caution in driving and parking of the vehicle. Fuel should be purchased from an assigned fuel station. A log book must be maintained which should record fuel, mileage, place and purpose and date, which should be signed by person using the vehicle and the driver. This should then be summarized and sent to accounts department for payment and filed. For allocation of vehicle use for any official purpose, a requisition should be approved by the Executive Director and signed by the person using the vehicle. Insurance, valid driving license and necessary vehicle documents must be kept in the vehicle at all times.

7.9 Housekeeping/Cleanliness:

- BSFF will make all necessary arrangements throughout coming company.
- It is the responsibility of each employee to keep a neat and clean office area with the help of the Office Support Staffs
- A schedule of staff members visiting on field trips should be in place.
- All files should be labeled and placed in file cabinets. No important documents should be kept in the open. All unnecessary papers or documents should be put away.

7.10 Meetings:

The Management meeting in participation of the Head of each department will be held on monthly basis. Management concerns, policy issues, important decisions and reporting by each department will be dealt in that meeting. The ED will chair the meeting. Person from administration will record the proceedings of the meeting.



7.11 Personnel documents:

Administration shall maintain separate file for each employee of BSFF. The following information/documents will be stored in that file:

- I. Curriculum vitae
- II. Appointment and joining letter
- III. Biographic Data Sheet
- IV. Confirmation, promotion or transfer
- V. Termination, discharge, dismissal or redundancy
- VI. Annual performance review report
- VII. Extension of probation period
- VIII. Suspension order
- IX. Letter of advice/Letter of warning
- X. Show cause/Explanation
- XI. Notice of enquiry
- XII. Other private matters
- XIII. Acceptance of resignation
- XIV. Summary Leave records



SECTION – D: RECRUITMENT POLICY

Chapter-8

Recruitment Policy

8.1 Approval for Recruitment:

The recruitment of staff can be made on the basis of budgetary allocation or extra budgetary options. In all cases Chairperson will approve recruitment in all positions in BSFF. The ED shall forward proposal for recruitment as per budgetary provision. The ED may seek guidance from the Chairperson to fill certain positions in BSFF.. In recruiting staff, female candidate will be given privilege unless there is a particular need for male staff.

8.2 Developing the vacancy Announcement/Advertisement:

- a) Based on the job description Administration department will develop the advertisement to publish in newspapers/online media and BSFF website.
- b) The advertisement should contain brief description about BSFF, required educational qualification, work experience, indicative compensation package, and the job requirements i.e. what is expected from the suitable candidate/incumbent for the position.
- c) Minimum information required in the application- brief information on the candidate's education and experience, her/his special achievements, and preferably a note on why s/he thinks s/he is suitable for the position (Only for professional positions)
- d) The candidates should be given at least 2 weeks time to respond to the advertisement.
- e) The ED will approve the advertisement before publication.

8.3 Announcement of Vacancies:

- a) For Positions requiring Professional Background, announcements will be made in minimum one major national dailies (Bangla/English newspaper) and bulletin boards of some relevant national and international development organisations in Dhaka. The advertisement should be made, preferably on weekly holidays or on those days when the newspapers have a special feature on Employment Advertisements. Junior positions may be advertised internally or locally.
- b) The administration department will perform the responsibility of publishing the advertisement wherever necessary.

8.4 Screening/Short Listing:

The Management will formulate criteria for screening/short listing of candidates if too many of them meet the minimum requirements advertised.

Some screening/short listing criteria may be:

- Academic Achievements;
- Relevance of experience to the position advertised;
- Present organisation and position of the applicant;
- Potential to take additional responsibility;
- Social and cultural background;
- Salary expectations;



8.5 Issuance of Interview/written test card:

The short listed candidates will be communicated in writing about the date, place and time of written test and/or interview. The written test/interview date will be fixed at least after 10 days of delivery of interview card to ensure that everybody receives the card and can take minimum preparation.

8.6 Recruitment Test:

At least 05-10 candidates should be short-listed for a single position in the professional category. The interview process may include both written and viva or viva.

8.7 Composition of Interview Board:

The Interview Board will consist of not exceeding four persons- at least two from BSFF and one from outside of BSFF. Chairperson of EC chairs the interview board or his/her nominee will chair the interview board.

8.8 Interview result:

The result of interview will not be published. The successful candidate/s will be contacted over telephone/ E-mail. The unsuccessful candidates will also be informed of the outcome, appreciating their cooperation and interest in BSFF mission.

8.9 Selection for Recruitment:

The Interview Board will prepare list of two to three alternative candidate for each position so that detailed queries can be made about their background, previous experiences and performance. Negotiations may be made with them. Final recruitment will be done from the list of alternative candidates.

8.10 Negotiation:

The ED or her/his nominee will negotiate for BSFF with the candidates/s found suitable in order of merit, on the terms of appointment, particularly on joining period of time, salary and other benefits etc, through face-to-face discussion.

8.11 Appointment:

- a) Before issuing appointment letter to any employee under grade – A to F, satisfactory reference must be received from present employer. Admin Department shall write or call over telephone to the previous and present employer and to the referees (if necessary) to enquire about the selected candidate(s).
- b) BSFF may decide to ask the finally selected candidate to take medical tests. In that case BSFF will bear the medical examination cost.
- c) ED or the competent authority will issue the appointment letter after being satisfied with BSFF requirements. BSFF will also give a deadline for 7 working days to the selected candidates/s to accept or reject the terms of appointment.

8.12 Joining procedure:

Administration department will receive the joining report from the newly recruited incumbent. The new incumbent's supervisor will verify joining report. Administration will introduce the newly recruited person/s to the employees of BSFF.

8.13 Induction:

Every new incumbent will, during the first three months, undergo systematic induction orientation to enable her/him to adopt BSFF norms and environment. However, the newly employed incumbent should be put in her/his designated job as soon as possible.



SECTION – E: FINANCIAL POLICY

Chapter-9

Financial Policy

9.1. Introduction

The manual is the instrument of sound financial management and effective accounting administration of the organization and is intended to provide written guidelines to all concerned with a view to facilitating proper control over financial activities of the organization. This manual will be of great assistance in bringing overall financial discipline and uniformity as well as cohesion amongst the different areas of the financial management.

The purpose of introducing this manual is to implement an appropriate accounting system covering all sphere of the financial activities of BSFF and ultimately to help the management not only in establishing an effective control over the financial activities, but also to provide a positive support in administering the overall activities of the organization.

This manual establishes and defines the general finance and accounting systems and procedures to be followed by BSFF finance and accounts personnel in accounting for BSFF's activities and results of operations.

The Finance and Accounting system is designed in a manner, which will facilitate the preparation/production of necessary reports. The Accounting procedures are written up on the basis that the general ledger, subsidiary ledgers and reports there form will be maintained and prepared by manually at present and gradually a computerized accounting system will be practiced.

9.2. Objectives of the manual

- a) To design an accounting system that enables the management to assess the financial discipline of the organization;
- b) To facilitate the preparation of necessary accounting, financial and statistical reports for the management and donors;
- c) To act as a guide for the Finance and Accounts personnel in maintenance of books of records and in preparation of quarterly half yearly and annual accounting and financial statements;
- d) To facilitate efficient handling, controlling, recording and filling of accounting and financial documents and records that ensures timely preparation and submission of Accounting and Financial reports.

9.3. Functions of the Finance and Accounts departments:

The functions of BSFF Finance and Accounts Department may be enumerated as follows:

- a) To assist the management in formulating and setting of corporate directives, strategies and long term objectives needed to organization sustainability;
- b) Preparation of cash forecasts and arrangement/collecting of fund;
- c) Preparation of fund flow forecast;
- d) Processing of all financial transaction;
- e) Analysis of variances between budget and actual receipts and expenses;
- f) Maintenance of accounting records including books of original entry, books of final entry, subsidiary ledgers, memorandum records, property records and necessary schedules;
- g) To meet up and follow up audit queries and reports on both financial and management;
- h) Liaison and coordination with inter context/unit and outside agencies;
- i) Maintenance of records of BSFF and projects transactions and adjustments thereof.
- j) Preparation of annual financial plans and budgets.



Chapter-10

Accounting System

10.1. Basis of Accounting

Accounts of the BSFF should be maintained on generally accepted principles, that is, all income/receipt actually earned are to be considered as income and all expenditure (payments made), actually incurred are to be taken as expenditure, with a few book adjustments for stock & stores, advances, prepayments, outstanding expenses, accrued income & depreciation etc. As such accrual basis of accounting has to be pursued. Cash basis accounting may be maintained in case of the requirement from the donors or concerned stakeholders. The organization may be required to follow the guidelines/instructions of the donors as stipulated in the agreement. If necessary gradually the accounts system will be adopted its software based accounting system.

10.2. Accounting responsibility

Accounts Department is entrusted with the responsibility for proper maintenance of the books of accounts of the organization. Timely and accurately presentation of the financial reports is the prime job of the accounts personnel. The Accounts Department will ensure the authenticity for all payments and also recovery of all receipts on time. They will supervise the effective implementation of the internal control system and assist the authority in adopting sound financial management. The head of the Finance and Accounts Department is responsible to preserve all books of accounts and their supporting records in a systematic manner. She/he will make allocation of duty to the subordinate colleagues and ensure smooth function of his Department. As a safety measure appropriate precautions must be exercised for handling, carrying and custody of accounts records including cash, cheque book etc.

10.3. Reporting by Accounting Offices

Accounting office's shall close the accounts on the last transaction day of month. This will include closing of cash/bank book, balancing of General Ledger, preparation of bank reconciliation and monthly receipts & payments Statement. Financial Statement i.e., Receipts & Payments Statement, Income & Expenditure Statement, Balance Sheet and explanatory notes to the accounts shall be prepared after end of each year or when required by the BSFF management.

10.4. Procedure for Recording Transactions

10.4.1. Money receipts

The organization receives fund from the donors as grant through Cheque/draft subject to the terms of the agreement between the donor and the organization. Other sources of income are local contributions, member's subscription & donation, service charge, overhead from projects, income from training, sale of old and obsolete assets, sale of old and waste materials etc.

Money receipts shall be prepared and issued to the concerned parties on receipt of any fund/income by the organization. Money receipts must be printed and pre-numbered. The money receipt book should be kept in a safe custody and its use will be monitored by the head of finance and Accounts. Money receipt will be written by carbon process in triplicate. Original receipt will go to the payer and the second copy will be affixed with voucher and third copy will be bound in a book and preserved.

All the receipts in cash or through by cheque shall be deposited, at the earliest opportunity, to the bank filling up the Pay-in-slips and should be recorded in the Fund Receipt Register by the Cash/Accounts Section, then it will be entered in the Cash Book preparing credit voucher by the Accountant.



10.4.2. Cash/cheque payments

All payments made in cash or by cheque shall be processed through the Debit Voucher, (payment voucher) and entered in the credit side of the cash book which will be debited to the appropriate head of accounts. All Debit Vouchers must be supported by the documentary evidence such as requisition/indent, quotation, comparative statement, purchase committee decision, purchase order, challan, bill/ cash memo, job completion certificate etc. and should be duly approved by the authorized personnel. Upon receipt of a bill, the Accountant will verify the relevant documents to justify the payment and prepare a voucher to process the payment.

Payment in cash should be restricted to reimbursements to the employees, payment for emergency supply or bill of small amount of the vendors. The cash payment will, however, not exceed the limit of Taka 10,000 (ten thousand) for a single transaction. An exception to this restriction may be considered only under a special situation to meet the request of the supplier and subject to the approval of the Executive Director.

Generally all payments will be made through Account Payee Cheque. In case of any inconvenience with Account Payee Cheque, the Executive Director may approve issue of cash cheque considering the consequence.

When disbursing fund, accountant should obtain the signature of the payee or his/her authorized representative, acknowledging receipt of cheque or cash as the case may be.

When approving a payment, all supporting vouchers or documents must be cancelled (by affixing a rubber stamp worded "PAID") to minimize the risk of a double payment subsequently by mistake or consequent upon manipulation.

10.4.3. Writing the Cash Book / Bank Book

The Accountant will make entries of all vouchers relating to all kinds of receipts and payments into the Cash Book / Bank Book and will work out the daily closing balance of cash in hand and cash at bank following the under noted guidelines:

- a) All Debit and Credit vouchers should be posted to the Cash Book/Bank Book daily and totaled monthly and cash balance extracted.
- b) When Cash book/Bank book is totaled and the cash/bank balance extracted, the Head of Finance and Accounts should then sign it at the end of the week.
- c) The Cash Book/Bank book should be in prescribed printed bound book duly page numbered.
- d) Daily transactions (receipts and payments through individual voucher) should be posted in the General Ledger, indicating the ledger folio in the Cash Book/Bank book and corresponding Cash Book/Bank Book folio in the General Ledger for cross reference.

10.4.4. Preparation of monthly Cash and Bank Balance Statement

Monthly cash and bank balance statement should contain the following data and information:

- a) Bank balance of different bank accounts;
- b) Cash in hand;
- c) Advance slips (IOU-Temporary Loan) balance (if any).

Head of accounts context will check and sign this statement at the end of each week.

10.4.5. Posting Cash Book/Bank Book entries in General Ledger

All entries on the payment side of the Cashbook/Bank Book shall be posted to the debit column of the respective account in the General Ledger. The entries on receipts side of Cash Book/Bank Book shall be posted to the credit side of the respective account in the General Ledger regularly so as to keep it updated always. The second source of



the ledger posting will be the Journal Vouchers. The ledger shall be balanced monthly and month end debit or credit balance will be prominently marked.

10.4.6. Adjusting Journal and Closing entries

The adjustment entries for stores, overhead, advances, prepayments, outstanding expenses, accrued income and operation cost shall be made at the end of each month or as and when required through Journal Vouchers. Such adjustment will affect the Subsidiary and General Ledger accounts.

All rectification of errors, transfers and adjustments and non-cash transactions are to be processed through Journal Voucher.

The adjusting journal voucher will be prepared by the Accountant duly counter signed by the Head of Finance and Accounts and approved by the Executive Director. The Journal Vouchers will be serially numbered and filled in a chronological order.

10.4.7. Preparation of Trial Balance

The ledger accounts shall be balanced monthly to prepare a Receipts and Payments Account / Trial Balance for BSFF consolidated Accounts, Project Accounts and Other Accounts to be drawn to ensure the arithmetical accuracy of the entries made in the Cash Book/Bank Book and the Ledgers. Receipts and Payments Account/Trial balance will be the base document to prepare the Income and Expenditure Account and Balance Sheet.

Chapter-11

Accounting Forms and Record Books

11.1. Introduction

In general the accounts in following forms and books of record should be kept and maintained by BSFF. These accounting forms and books should be used for documentation of various analysis and interpretation of daily financial transactions of BSFF in terms of cash and accrual basis. Utilities and characteristics of different forms and books of record are described here in details for smooth flow of every day's financial transaction of BSFF systematically.

11.2. Voucher

Voucher is the primary source of information for the accounting process. Vouchers are prepared on the basis of invoice or memorandum of services as evidence of a transaction. Before a transaction is completed, it has to be recorded in voucher. Usually, voucher is of three types:

- a) **Debit Voucher:** Debit vouchers are prepared for recording all revenue and capital expenditure. This voucher is the basis for all types of cash/bank expenditure. Necessary original supporting documents should be attached with debit voucher except contract documents to be filed separately. This voucher has other alternative names, such as, payment voucher, disbursement voucher etc.
- b) **Credit Voucher:** Credit vouchers are prepared as the basis for recording all receipts including income. Before approving this voucher, it is to be ensured that all necessary supporting documents have been attached.
- c) **Journal Voucher:** Transactions other than those in cash or through bank are recorded in the books of accounts on the basis of journal vouchers. Deduction from salary, depreciation on fixed assets, adjustment of advance, income tax deduction, provision for expenses etc. are recorded in the books of accounts on the basis of journal vouchers. Required supporting documents are to be attached with such voucher before it is approved.



11.2.1. Procedures for voucher preparation

- a) At first, mention the concerned project name to which the transactions pertain to;
- b) Voucher number will be given serially and chronologically bearing relation to the date of financial transactions;
- c) Date of preparation of voucher is compulsorily to be written down;
- d) Mode of transaction will have to be mentioned i.e. cash or bank payment /receipt;
- e) It is compulsory to write down the cheque number for better control in case of bank payments and receipts;
- f) Account head and accounts code from Chart of Accounts has to be clearly specified in the voucher.
- g) As a measure of internal check, it is compulsory to write down the Taka amount in words in the voucher format correctly;
- h) Voucher will be submitted by the applicants, checked by Accounts Department and approved by the different level of authority.

11.2.2. Procedure and authority for approval of voucher:

a. Approval of Receipt/Credit vouchers:

The Head of Accounts shall approve Receipt/Credit vouchers.

b. Approval of Payment/ Debit vouchers

The payment/debit vouchers shall be approved in accordance with the following approving authority:

11.3.1. Cash Book:

Approving Authority	Limit in Taka
Executives Accounts	50,000/
Senior Executives	5,00,000/
Executive Director	10,00,000/
Chairperson	Any amount

Procedures for Cash Book Maintenance

- a) Date should be mentioned in the specified column of cash book. This will be the date of debit and credit voucher. The sequence of writing down the date is always be maintained accurately;
- b) Voucher number as of debit & credit voucher will be written down correctly to attain the goal of internal control;
- c) In the column for particulars will be recorded the details and nature of transaction;
- d) Accounts code number will be recorded in the column provided for the purpose very carefully and attentively;
- e) Ledger folio number may always be written down for easy linking and verification of classification and budgetary control;
- f) The Taka amount in the receipt column of cashbook will be totaled separately. The balance amount of previous day will be put at the top of the page on the receipt side as opening balance.
- g) Total amount will then be written on payment side in same parallel line of cash column respectively;
- h) Then balance amount after deducting total payments from total receipts will be recorded;
- i) Finally, Head of Finance & Accounts will sign the Cash Book after detail check and verification of vouchers posting and balancing at the close of every week.



11.4. Bank Book

BSFF Accounts will maintain double column bankbook where debit voucher will be recorded in the bank payment column and credit voucher will be recorded in the bank receipt column chronologically. Bankbook must be balanced after recording weekly operations completed. After balancing the bankbook, two officers in the accounts department will put their signatures confirming the above balance.

11.4.1. Procedures of recording Bank Book

The procedure of writing bankbook is the same as of Cash Book Section 3.3.1. above, refers.

11.5. General Ledger

All the transactions in cash/bank book and through vouchers will have to be recorded in General Ledger under different accounting heads and codes. The General Ledger should be balanced monthly.

11.5.1. Procedures for recording in General Ledger

- a) Accounts head and accounts code needs to carefully checked and accurately mentioned at the top of the General Ledger Sheets.
- b) Budgeted amount under specific account head should also be written at the top of the general ledger sheet;
- c) In column for particulars, mention brief description of the transaction;
- d) Mention the cash/bank book folio number while recording the cash/bank transactions and put the journal voucher number while recording the non-cash transactions;
- e) In the columns for debit and credit Taka amount will be recorded as per accounts head & code written on the voucher;
- f) After casting the balance, the General Ledger sheet will be closed at month/half year/year end and signed by the Accountant.

Chapter-12

Maintenance of Registers

12.1. Types of Register

BSFF Accounts shall maintain the following register to record the financial transactions and their related information:

- a) Fixed Assets Register;
- b) Payroll Register;
- c) Expendable Stores Register;
- d) Loan and Advance Register;
- e) Cheque Receipt and Issue Register;
- f) Log Book;
- g) Movement Register.

12.1.1. Fixed Assets Register

All fixed assets acquired shall be recorded in Fixed Assets Register. The fixed assets shall be physically verified at the end of each year and results thereof reconciled with the balance in Fixed Assets Register and short/excess, if any, shall be adjusted in the books of accounts and in Fixed Assets Register with the approval of the Executive



Director. Sold, disposed of and damaged asset must be recorded in the appropriate column of the Register. Depreciation on fixed assets will be recorded in the Fixed Assets Register in the column provided for the purpose.

12.1.2. Payroll Register

BSFF shall maintain a payroll register for payment of monthly salaries to the staff members and also an attendance Register/time sheet as basis for preparation of monthly Payroll. Salary of all regular employees should be paid through cheque or transfer advice to individual bank account. Acquaintance should be obtained affixing Revenue Stamp on the Pay roll sheet/Pay slip.

12.1.3. Expendable Stores Register

All expendable stores shall be recorded in Stores Register which would contain columns for date of receipt and issue of materials, quantity and purchase rate. Against issues of material, the signatures of recipient should be obtained. Balance should be cast out after every issue.

12.1.4. Loan and Advance Register

A register shall have to maintain to record loans & advances given to employees and suppliers showing nature of advances, installments and mode of adjustments, date of granting with probable date of completing adjustment.

12.1.5. Cheque Receipt and Issue Register

This register is to be maintained for recording on one side cheques received indicating sources, date & amount and related project name and actual collection date. This register on the other side contains column for recording cheques issued showing persons/organizations to which cheques issues, date & amount, cheques nos., bank branch upon which cheques are drawn.

12.1.6. Movement Register

Movement on duty for officials both at BSFF Head Office and Projects Office shall be recorded in the register. Official movement will be made on submission of a tour plan indicating date of departure, arrival and purpose including reference of project and account head.

12.1.7. Log Book

Log Book for each vehicle shall be maintained for recording date wise the driven hours, the project/programs for which used and other necessary details of each trip. This is essential for checking the distance run, fuel & lubricant consumption, which reference to fuel bills and to determine the transport cost incurred for each of projects/programs.

Chapter-13

Preparation Of Financial Statements

At the end of each month, the Head of Finance & Accounts shall prepare monthly Receipts & Payment Statements to the ED of the organization. At the end of fiscal year, the Head of Finance & Accounts shall prepare the Annual Financial Statement and submit it to the Executive Director. The Financial Statements shall include the followings:-

13.1. Receipts and Payments Statement

- a) At the end of each month Project-wise and Fund-wise Receipts and Payment Statement shall be prepared on the basis of all receipts recorded in general ledger relating to each of the projects;



- b) A Consolidated Receipts and Payments Statement for BSFF as a whole shall also be prepared at the end of each month, showing approved budget provision for and cumulative expenses under each end of the budget line items;
- c) At the time of preparing the above accounts the closing balance of the previous month/ year should be indicated as opening balance.

The receipts and payment statement will reflect the summation of all receipts and payment transaction during the reporting period irrespective of its nature whether revenue or capital and irrespective of the transaction related period, may it be current year or preceding year.

13.2. Income and Expenditure Statement

This statement, Project-wise and Fund-wise, is prepared half-yearly/yearly to ascertain the excess of income over expenditure or the excess of expenditure over income.

- a) All sorts of revenue receipts should be treated as income and all the revenue payments should be treated as expenditure;
- b) Payments against advance or payments and the capital expenses should not be included in this statement. This type of expenses should be treated as items to be shown in the balance sheet;
- c) The surplus or deficit as shown by this statement shall be transferred to the balance sheet as Capital Fund;
- d) The depreciation charges relating to fixed assets and the bad debts will be shown in the Income & Expenditure Statement.

All revenue income and expenditure relating to the reporting period will be reflected in this account irrespective of the status whether income received or not and the expenditure incurred or not.

13.3. The Balance Sheet

The position of Fund, Liabilities and Assets on a specific date is presented through the Balance Sheet. It is prepared Project-wise, Fund-wise and a consolidated Balance Sheet of the organization is also prepared.

- a) The Balance Sheet shall have to be prepared on the basis of the Trial balance and the adjustment entries relating to the projects or organization;
- b) The Excess of Income over expenditure [surplus] or Excess of Expenditure over Income [deficit] is to be adjusted with Capital Fund in the Balance Sheet;

The ultimate effects of the adjustments relating to advances, prepayments, outstanding expenses and depreciation shall be shown in the Balance Sheet;

- d) The details of Fixed Assets should be shown in a scheduled to be annexed with the Balance Sheet.

13.4. External Audit of Accounts

The annual accounts of the organization and its project/programs and funds shall be audited by GOB enlisted auditing firms for each calendar year or project year in accordance with Govt. rules and regulations, constitution of the organization and terms of the agreements with the donors. BSFF Board will appoint audit firm(s) while the Executive Director will develop Terms of Reference (TOR) at the time of appointment of auditors. Based on the decision of the Board, the Executive Director will issue appointment letter(s) to selected audit companies. The external audit of accounts is needed to establish accountability and transparency of the transactions, policy development, fund utilization and accuracy confirmation by third party through proper testing and verification of transaction. Project audit shall be completed within two months after the calendar year or project year ended. The audit of consolidated accounts of BSFF shall be completed within the four months after the calendar year or as per requirement of the BSFF management.





Chapter-14

Internal Control

14.1. Internal Check System

The job distribution among personnel of Finance & Accounts department of BSFF shall be planned in such a way that a person handling cash and writing cash/Bank Book shall not be given responsibility of preparing voucher, writing of checks and posting to General Ledger. The cashier shall be engaged for receipts and payments of cash, safety of physical cash and writing of cash/ Bank Book. Writing of debit vouchers, credit vouchers, money receipts, writing on cheque and posting to General Ledger, subsidiary ledgers and personal ledgers should be done by the Accountant. The Head of Finance & Accounts shall be responsible for the preparation of receipts and payment statement, Income and Expenditure Statement and the Balance Sheet.

14.2. Payment Procedure

- a) All bills received shall be duly checked by assigned person in accounts context with relevant purchase order, material receiving report, invoice, bill etc, No payment shall be made without prior approval of the Executive Director or designated officer depending on the approval limits. Affixing the rubber stamp "Paid" and indicating payment date shall cancel the bills and invoices. The payment voucher should always have the supporting original documents.
- b) Before making payment either in cash or through cheque, person responsible to make the payment is required to ensure that payment vouchers have been prepared checked, and approved. Accounts Context shall prepare payment vouchers duly supported by required documents.
- c) While making payment against TA/DA bill, approval of tour program along with tour plan, tickets/travel document, tour report. Entitlement to the class in which traveled, DA according to grade as specified in the service rules etc shall have to be considered.
- d) Advance for TA/DA shall be adjusted within seven (7) days after completion of tour. No further advance will be allowed unless the previous advance is adjusted in full.
- e) Accounts Context shall keep the payment vouchers in chronological order. Each calendar year, voucher No. shall be assigned serially beginning from 01. Accounts Departments shall file the vouchers along with all the supporting documents for preservation for a minimum period of 5 (five) years.

14.3. Payment of Salaries

Payment of Salaries of BSFF employees shall be made through bank transfer advice. Each employee shall open a bank account in his/her own name with the same bank where BSFF maintains its account and the account number shall be intimated to Finance & Accounts department. Finance & Accounts Department shall issue a pay slip for total amount of monthly salary payable to the employees and advise the bank along with salary payment sheet to credit in the individual account of each employee with the amount written against name of each individual. Prior approval of the Executive Director shall be required in cases where salaries are paid in cash to an employee. The Finance & Accounts department shall preserve salary sheet and original copy of pay slip with acknowledgement of individual employee.



14.4. Management of Receipts

Each receipt shall be acknowledged through a money receipt. Accounts Context shall prepare credit voucher indicating its Head of Account according to chart of accounts for receipt and a copy of the money receipt shall be attached with the voucher.

14.5. Advance and its Adjustment

Any payment to staff as advance for expenses should be adjusted through submission of bills/vouchers or refund in cash to the account context within one week of meeting the requirement. Any other advance to staff members may be made with the written approval of the Executive Director to meet specific requirement and must be adjusted within 7 days of meeting of the requirement.

14.6. Budget and Budgetary Control

- a) The organizational budgetary control will be based on the constitutional guidance. The General Council of BSFF through The Board will approve annual budget. No payment can be made without budgetary provision. In all cases expenditure must remain within approved budget limit till the concerned authorities revise it. In case of acceding the budget limit with satisfactory reason must be endorsed by the competent authority.
- b) For internal control, the ED will develop an annual advance plan based on the development plan of the Organization and periodical expenditure of each project or program will be planed showing break-up of the line expenditure. The projected expenditure will be against each line item and in accordance with the annual work plan.
- c) Prior written consent from the Executive Director will be required for expenditure in excess of 10% of the approved amount at a time.

14.7. Physical Inventory:

BSFF shall follow the under noted steps in physically verifying and checking the existence and condition of all the resources at its disposal.

- a) A committee comprising 3 (three) members shall be formed by the Executive Director comprised of BSFF staff members of which the Head of Finance & Accounts as convener. This committee shall arrange for physical verification and checking all the resources once in each year.
- b) The committee shall examine all the assets based on the information maintained in the asset register. The committee shall submit the physically inventory report within stipulated date and time.
- c) Required adjustment of any discrepancy shall be made with approval from the Executive Director.

14.8. Borrowing and Repayment Procedure

Circumstances may arise when the release of installment of fund from the Donor/Grantor stands delayed of a program but the activities of concerned program cannot remain suspended. In such case ED will submit a proposal to The Chairman who shall arrange required amount as loan from any other available fund from BSFF.



Chapter-15

CASH MANAGEMENT PROCEDURE

15.1. Closing of Cash Transaction

- a) In order to complete writing of cash book daily cash transaction shall be closed before the closing of the office day.
- b) Each day, all cash receipts and payments shall be recorded into the Cash/Bank Book. The bankbook should be closed monthly. Head of Finance & Account shall verify the cash balance and check the Cash/Bank Book at the end of each month and put his signature.

15.2. Daily Cash Holding Limit/Petty Cash

The cashier shall be responsible to hold liquid Cash. Requirements of cash shall be estimated through Money Requisition. Such requisition shall be submitted to Accounts Context at least before two working days. The cashier may hold liquid cash not exceeding the limit of Taka 20,000 (Twenty thousand) or amount approved by the Executive Director on special circumstances. Cash receipt should be made within banking hour. In case of money receive beyond banking hour, the Finance & Account department may receive in unavoidable circumstances but with proper authentication by available senior staff member of the organization. In such case the amount must be deposited to bank at earliest possible time in the following banking day.

15.3. Cash Scroll

Cash shall remain under the custody of Accounts Context. At the end of each day after making all transactions, Cashier shall count the cash physically and will confirm that the physical balance agree with the Cash Book balance.

Chapter-16

BANK ACCOUNTS OPERATION

Operation of bank account shall be determined by the prescribed guideline of BSFF constitution. Besides, the following management will be followed by BSFF Accounts Context:

16.1. Counterfoil of cheques

While issuing cheques, counterfoil shall also be filled in to provide information regarding the date of issue, name of payees, initials of signatory and the amount.

16.2. Cancellation of Cheque

Any cheque issues but not presented for collection by the payee within six months from the date of issue, the bank shall be intimated in writing to treat it as cancelled. Accordingly, the Accounts Context shall give reversal entry in the Bank Book and keep a note in the Bank reconciliation statement. Any loss or theft of the cheque or cheque book must be intimated to the concerned bank management as early as possible.



16.3. Cancelled Cheques

The word "CANCELLED" shall be written in the counterfoil as well as on the face of the cheque when a cheque is required to be cancelled.

16.4. Cheque Receipt & Issue Register

Cheque Receipt and Issue Register shall be maintained for each bank account separately.

16.5. Payment through Bank

Any payment exceeding Taka 10,000 (ten thousand) must be made through an account payee cheque and payment of less than Taka 10,000 (ten thousand) may be made by cash or by bearer cheque. Cash or by bearer cheque amounting more than taka10,000 can only be issued with prior approval from Executive Director considering unavoidable circumstances.

16.6. Withdrawal of Cash from Bank account

For withdrawal of money (Liquid Cash) from the bank account for expenses, a requisition for fund must be prepared for approval of Executive Director. Accounts personnel shall always remain alert that the closing cash balance in hand must not exceed Taka 20,000 (twenty thousand) after the day's transactions.

16.7. Bank Statement and Bank Certificate

Collection of monthly Bank Statements along with Bank Certificate confirming bank balances at month end basis and relevant advice from Bank shall be the responsibility of Accounts Context.

16.8. Bank Reconciliation Statement

After collecting the monthly bank statement, the bank balance shown in that statement as of last day of the month must be reconciled with the balance shown in the bank book on the same day by preparing a Bank Reconciliation Statement. The bank reconciliation statement will be prepared by the accountant and submitted for approval to the Executive Director.

The bank charge or interest found to be not entered earlier should be entered in the bank book by preparing a voucher for the purpose.

Any credit for deposit / interest and debit for cheque issue or transfer not record in the bank accounts or Bank Statement shall be reconciled with book balance by adding or deducting from the closing balance shown in the Bank Statement.

A reversal entry should be processed for canceling the cheque issue entry if the cheque is found not presented within its validity period.

Any difference between bank balance and bankbook balance should be thoroughly investigated.



16.9. Order for New Cheque Book

Concerned Accountant shall initiate order for new cheque book when the used cheque leaf reaches the order sheet attached with the cheque book. On receipt of new cheque book the Accountant shall count the cheque leaves and satisfy himself that none or the serially numbered cheque leave are missing.

16.10. Safety of Cheque Books

Accounts Department shall be the custodian of cheque books and shall ensure that cheque books are preserved in an iron safe.

Chapter-17

PURCHASE AND SALES PROCEDURE

17.1. Purchase procedure

All procurements should be made according to procedures and guidelines stated below. Purchase must be on fair competitive bid and a competitive price. To ensure fair deal and competitive price, offers should be obtained from genuine dealers or suppliers through tender or quotation subject to the observance of following procedures:

- a) There shall be a Purchase committee (PC) to be constituted by the Board of Directors to look into purchase related activities. The Committee may be consisted of 3 to 4 members or as per the decision of the Executive Director.
- b) Purchase Dept shall send request to different Sections to send their requisition for purchase of bulk item. They will obtain budget from Finance Department to ensure that the purchase is within the budget allocation.
- c) After careful scrutiny of the requisitions submitted by different Context/Sections, Purchase Dept shall prepare indent and send the same to Purchase Committee for review.
- d) Purchase Committee after review will send the indent back to Purchase Dept for inviting Tender/Quotation /Offer from the suppliers /dealers giving the specification, quantity and stipulated delivery period.
- e) The bid solicitation Procedure:
 - i. Purchase Context can make direct purchase of store valuing upto Taka 10,00 (ten thousand) without the approval of Purchase Committee. In such case, Purchase Context shall purchase goods from the market after a survey to ascertain the prevailing actual market price. Approval from Executive Director must be obtained before such purchase;
 - ii. If the purchase cost is estimated to exceeds Taka 10,000 (ten thousand) but not more than Taka 200,000 (Two Lac), the purchase will be made collecting spot quotations to justify the market price and those quotations need to be preserved with other relevant accounting records;



- iii. If purchase involves expenditure of more than Taka 200,000 (Two Lac) but not exceeding Taka 500,000 (Five Lac), the deal will be made inviting sealed quotation/ tender from the suppliers and giving tender notice in the notice board in time.
 - iv. If purchase value involved is more than Taka 500,000 (Five lac fifty), the purchase will be made inviting sealed quotation /tender through Local/National Newspaper.
 - v. Quotation/tender is not required for purchase from agencies affiliated with Government or from exclusive dealers /sole agents and manufacturer.
 - vi. For purchase like land, building, motor vehicle, machinery heavy equipment's etc which seems to be difficult to purchase through sealed quotation, such purchase may be made by a three members team headed by Executive Director or a nominated Directors of the Board.
- f) In all cases of purchase inviting quotation / tender at least three (3) quotations / tenders will have to be collected / obtained from different shops /suppliers /dealers as the case may be.

Purchase Context shall prepare a Comparative Statement (if applicable) of the prices quoted by suppliers /dealers and send it to the Purchase Committee.

- h) The Purchase Committee reserves the right to accept or reject any or all quotations / tenders giving proper justification therefore.
- i) Purchase Committee shall verify the quotations/tenders and incorporate their recommendation in the comparative Statement and send it to the Executive Director for approval.
- j) While awarding a purchase order to the selected bidder, equal emphasis should be given on price and quality. The price can be negotiated, but the quality cannot be compromised under any circumstance. The negotiation is, however, discouraged and it may be resorted to only when the situation makes it unavoidable. Negotiation must be done only by the Purchase Committee and that too only with the responsible bidders able to maintain the desired quality and competitive price.
- k) Purchase Dept shall issue the work order to the supplier and copies of such work order shall be sent to Stores Keeper & Accounts Dept. Stores keeper shall receive the goods and prepare necessary Material Receiving Report (MRR)
- l) Before making payment to the suppliers against their bill, Accounts Dept shall examine the purchase order, challan, bill, money receipt, material-receiving report, approved budget limit etc.
- m) After necessary examination, the Accounts Dept shall forward the bill for approval. After approval Accounts Dept shall arrange for payment.
- n) All papers and documents with regard to purchase such as requisitions, indent, quotation /tender, comparative statement with recommendation of Purchase Committee, purchase order, material receiving report (MRR), challan, bill, money receipt, etc. shall be docketed with the payment voucher.

17.2. Purchase Order

The authorized officer in Purchase Context shall prepare the Purchase Order for procurement of goods or services. In the case of single quotation prior written approval from the authority (as per delegation) is to be obtained. Purchase order should include the following:





- a) Complete list of materials with specifications to be supplied.
- b) Failure to meet the delivery date by which the materials shall have to be supplied, the order will be treated as cancelled;
- c) Materials not conforming to specification or damaged or of inferior quality shall not be accepted;
- d) Bills along with the challan shall have to be submitted by the supplier;
- e) Payment will be made through account payee cheque unless otherwise decided by the competent authority.
- f) Money Receipt is to be submitted at the time of receiving payment.

17.3. Procedure of sales:

- a) Sales in every case will be made through "Money Receipt".
- b) All receipts should be consecutively numbered.
- c) Original copy of spoiled or cancelled receipt should be preserved in the Money Receipt Book.
- d) After obtaining the sales report along with sale proceeds the quantity to be recorded in the issue column of Stock Register so maintained in the Head Office.
- C) After completion of one Receipt Book it will be returned to Finance and Accounts Department and a new Receipt Book will be issued to the Sales Center. Issue of two Money Receipt Book at the same time to the same Sales Center will not be allowed.

Chapter-18

STORE MANAGEMENT AND STORE ACCOUNTING

18.1 Store Management System

Store Section shall be responsible to maintain proper Store Register, where all receipts & issues of materials shall be recorded. This Section shall remain under the control of Accounts Context.

18.2 Store Receipts

On receipts of materials, the storekeeper shall enter Stores Receipt No. on the Delivery Challan or Memo of the supplier of the Stores. Storekeeper shall check the challan with reference to Purchase Order. Purchase Context shall send a copy of Purchase Order to Stores Section when the order is placed to supplier for supply of any materials.

All materials purchased shall be entered in the Stores Ledger on the receipt side indicating clearly the date, quantity and price. The balance will be cast after every entry.

18.3 Store Issues

When any person in the organization requires materials she/he shall fill in Stores Requisition Slip. No material shall be issued from the stores unless there is proper Stores Requisition Slip duly signed by /recommended by responsible officer. Storekeeper shall enter on the issue side of the Stores Ledger the Issue slip assigning an issue NO. & date when any materials are issued against any Requisition.

Stores should be kept in a secured place where access of unauthorized personnel is restricted.





18.4 Method of recording value in store ledger

Actual cost price will be the basis for valuing materials issued on requisition from store and recording in the store ledger. In case of receipt of materials, the value to be recorded in store ledger will be the purchase cost of those materials.

18.5 Reconciliation of store materials in ledger with physical balance.

Physically existing balances of store materials should be reconciled with the book balance as per the store ledger at the year-end. Any excess or shortage will be adjusted in the accounts after taking approval from the competent authority as per delegation of authority and store ledger balances will be adjusted accordingly preparing Receipt Voucher for excess and Issue Voucher for shortage.

Chapter-19

VEHICLE MANAGEMENT SYSTEM

All the vehicles of the organization shall be under the control & supervision of an officer who shall be responsible for proper usage, maintenance and safety of the vehicles. On purchasing the vehicles, it must be entered in the Fixed Assets Register.

The BSFF Vehicle Management Policy is to ensure an effective control over utilization of vehicles and to make optimum use of vehicles. It is believed that the Policy will guide those involved in vehicle operation and administration. Also it is expected that a better understanding of vehicle policies and procedures will improve and strengthened vehicle management within BSFF. The Manual does not pretend to be exhaustive enough to cover every detail pertinent to vehicle administration but it does offer a guide to those responsible for the interpretation and implementation of vehicle policy. BSFF management reserves the right to interpret the meaning of the policy outlined in this manual and any other policy issued in future and such interpretation shall be final.

19.1. Responsibility of Vehicle Operation Supervisor

One designated staff of BSFF will be assigned for vehicle operation supervision titled as Vehicle Operation Supervisor (VOS). The VOS will be responsible for all aspects of the vehicle management including selection, assignment, purchase, accident, insurance, replacement, etc. The importance of each of these responsibilities can hardly be underscored due to face that a well-functioning vehicle fleet is essential for program operation. Continuous conscientious effort of all concerned is needed to achieve the minimum cost.

19.2. Entitlement of Vehicle

19.2.1. The Executive Director is entitled to enjoy full time vehicle facilities for official and private purposes as per entitlement of the Service Rule.

19.2.2. A vehicle may be provided only to senior staff members from Grade-A to Grade-C for official use subject to availability of vehicle.

19.2.3. When any staff members who are entitled to avail the vehicle are assigned, with any other staff members, emergency or risky job then they can be provided transport with prior permission of the authority.

19.2.4. The BSFF staff members will be allowed to use motor vehicles on the following circumstances:



- a) Against their official trip to such place/places where there is no scope of making their trip through other modes of transport i.e. Rickshaw, Bus, Train, Launch etc.
- b) When the authority finds that use of BSFF vehicle will be cheaper than the actual transport cost or it will save a very critical time of the concerned employee.
- c) On any other special grounds as considered by the authority to be appropriate.
- d) Employee/employees may be allowed to use motor vehicle for official purpose on special case after considering the extent of program need.

Chapter-20

FIXED ASSETS AND THEIR DEPRECIATION

20.1. Concept

Accounting System distinguishes fixed assets in general from depreciable assets in particular. Depreciable assets are those, which have a limited useful life. Land and land development generally has an indefinite life and is, therefore, not a depreciable asset as stated above. Buildings are, however, do have a definite life and are treated as depreciable assets. Thus, for accounting purposes the value of land including its development and buildings should be segregated.

Non-expendable materials/equipment purchased or procured by BSFF and which are expected to be used for more than one year and unit price of which will be more than Taka 1,000 should be termed as fixed assets. The various assets which would come under the category of fixed assets such as furniture and fixtures, office equipment, machinery, Vehicles, refrigerators; air coolers; electric fan, photocopier etc.

To establish a better control over assets, a fixed asset register should be maintained in which all the particulars of the assets should be entered from the Cash Book immediately after the payment of its cost. Information in the register should include the serial number, date of purchase, specification of assets, value, depreciation rate and location of each category of fixed asset held by the BSFF. Identification number with year of purchase for each item of fixed asset should be assigned for easily tracing location of the assets. These identification numbers should be painted on each item and number assigned should be indicated in the fixed asset register.

20.2. Depreciation

Every asset has a certain life span, which varies depending on the particular characteristics of the asset. Yearly depreciation of value of an asset determined through dividing by its expected economic life or duration of use.

The depreciation method once selected should be applied consistently from year to year unless special circumstances justify a change. Depreciation is to be charged on BSFF fixed assets on straight-line method / reducing balance method.






The chart below shows different depreciation annual rates for different types of assets determined by BSFF: Assets	Depreciation rate
Land & Land Development	Not applicable
Building	2%
Vehicle: Cars, Microbus, Motor-cycle, bi-cycle	20%
Furniture & fixtures	10%
Office equipment: Medical equipment, Training Equipment	10%
Medical equipment: All medical and clinical equipments	20%
Soft furnishing Materials	20%
Crockery	15%

20.3. Sale of Fixed Assets

If an item of fixed assets turns to be unusable, broken, obsolete or no longer necessary, then the item can be sold out subject to approval of Competent authority. The following procedure will apply in case of disposal or sale of fixed assets.

- Fixed assets can be sold by inviting or otherwise obtaining competitive bids. The sale, however, can also be made through negotiation with interested parties to avoid complications. However, comparative statement of bids needs to be prepared following the procedures as in the case of purchase of fixed assets.
- A team will have to be formed just like that in the case of a purchase deal and the asset will have to be sold to the highest bidder.

20.4. Fixed Asset Register

As and when the procurement of fixed assets takes place, various data related to that assets will have to be recorded in the Fixed Assets Register. The vouchers prepared to confirm the receipt will indicate full particulars of assets to be recorded in the Fixed Assets Register.

20.5. Physical Inventory

Accounts Context towards the end of the financial year will arrange a physical inventory of all fixed assets. The Inventory Report containing the excess/shortage found on physical inventory will be submitted to the Executive Director for orders. Adjustment in accounts will be made accordingly.






Chapter-21

FINANCIAL INFORMATION SYSTEM

The importance of an appropriate and efficient Financial Information System for an NGO needs hardly to be emphasized. Information required by management is to be collected through the system and such information is to be thoroughly digested, processed and designed for presentation to different levels of management and donors according to needs for the purpose of monitoring and exercising controls. considered necessary. Such MIS should have the following characteristics.

BSFF will maintain a computerized Financial Information System, which encompasses accounting, budgeting, and evaluation systems.

21.1. The Information flow

The computerized Financial Information System will include budget allocation, accounting data recording process, preparation, analysis & interpretation of financial statements.

21.1.1. Accounting Data Recording Process

Activities in BSFF are based on the budget allocations made keeping in view the grants/ donations or contributions to be received. Transactions will be regulated through a preset comprehensive Chart of Accounts compatible to a customized computer software. The computerized Financial Information System will generate the following accounting information:

- a) Cash /Bank Book;
- b) Ledger book;
- c) Trial balance;
- d) Receipts and Payments Accounts;
- e) Income and Expenditure Accounts;
- f) Balance sheets;
- g) Budget variance statement;
- h) Projects financial report.

The comprehensive Chart of Accounts shall categorically indicate accounting groups, type of accounts, control heads and sub-control heads. Detail chart of accounts will farther be developed based on the accounting requirements, which has to be approved by the concerned authority.

One designated staff of Accounts Context will be assigned to record all data on a daily regular basis. Data will be inputted regularly after entry to the books of accounts and will be updated at the end of the day. A monthly crosscheck will be made by the Head of Accounts between the computerized FIS and the books of accounts.

21.1.2. Analysis & Interpretation of Financial Statements

The financial information system will provide scope for analysis and interpretation of budget performance by comparing budget allocations with the actual expenditure under each line item of the budget as well as to assess effectiveness of internal control in spending the money and achieving targets indicated in the budget for each of the financial target.



Chapter-22

PRESERVATION OF FINANCIAL DOCUMENTS AND MAINTENANCE OF MANUAL

22.1. Preservation of Financial Documents

Financial documents include all books of accounts together with its supporting papers/records viz, the vouchers, ledgers, registers and other accounting reports & statements. In addition, letter of agreement with the Donor, Lease Agreement, Bank statement, cheque book, bank deposit slip, audit report and GOB approval shall be considered as financial documents. Accounts Context will keep all the above types and files in a safe custody under lock and key. All financial documents shall be preserved for at least five years and those may be destroyed thereafter with the approval of the Board of Directors. The Board may obtain recommendation from a committee formed for this purpose.

22.2. Amendment of the Manual:

Any amendment of this manual requires approval of the Executive Committee.

The integrated system is intended as a guide for financial and administrative control in BSFF. The procedures as outlined in this manual are based on the records and information made available at the time of preparation of the system. However, the ever-changing circumstances may demand periodic review of the systems dealt with in this manual. Any change or modification appearing necessary in periodic reviews should not, however, be incorporated with written consent of Executive Director and prior approval of Board of Directors.

The Executive Committee may amend the guidelines in this manual to accommodate relevant rules of the GOB, Donor concerning financial management and if the Board of Directors is convinced about the need

   
Director Director Director Chairperson
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