Human Resource Policy

Center for Participatory Research and Development

House No – 1219, Flat No – A2, Road No – 10, Avenue-10, Mirpur DOHS, Mirpur, Dhaka 1216, Bangladesh

This document has been approved by the 21st Executive Committee Meeting of Center for Participatory Research and Development-CPRD

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Approved by

Dr M Shahadat Hossain Chairperson Center for Participatory Research and Development-CPRD	Md. Shamsuddoha General Secretary Center for Participatory Research and Development-CPRD	Rabeya Begum Treasurer Center for Participatory Research and Development-CPRD

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1. Overview

1.1 INTRODUCTION

Center for Participatory Research and Development–CPRD is an independent, non-profit, and progressive policy, research, and implementation institute. CPRD aims to promote alternative development ideas and policies at local, national, regional and global levels through its interactive activities like research, innovation, advocacy, solidarity and action. CPRD also engages itself in campaigning on social development issues and tailoring capacity building programs by identifying capacity gaps, organizing training for different development stakeholders. Apart from the core activities of socio-economic development of the disadvantaged population, policy research, policy literacy, policy advocacy, campaign and mobilization etc. also are the focus areas of CPRD's work.

CPRD, since its inception, has been working with a number of research organizations and academic institutions in the country and abroad to support the survival strategies of the marginalized community people who are at-risk of climate change vulnerabilities and disaster extreme events. Besides implementing community-based and participatory action oriented research, CPRD also regularly produces policy briefs, study reports and analyses on the key issues of country's interest in relation to multilateral discussions and negotiations.

1.2 MISSION

Facilitate people's initiatives and explore paths of social and economic transformation towards a Just, Participatory, and Sustainable society.

1.3 LEGAL STATUS

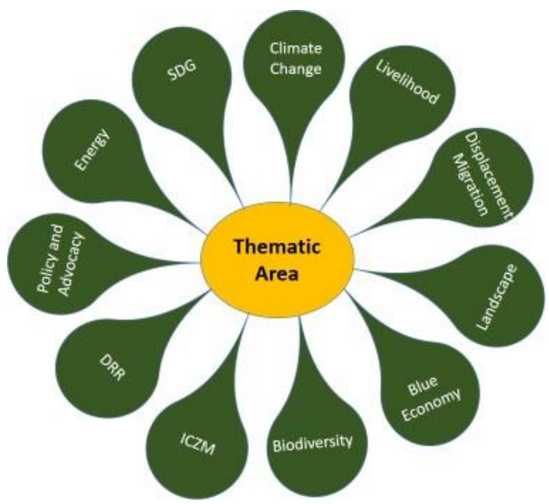
CPRD is registered as an independent, non-profit policy research and implementation institute under the Society Registration Act 1860 (Act XXI of 1860) with the Registrar of Joint Stock Companies and Farms. (Registration No. S 7023(211)/07 dated 05 September 2007). CPRD also got registration from the NGO Affairs Bureau of the government of Bangladesh; Registration No. 3031, dated 24 July 2016.

1.3 WORK STRATEGY

CPRD emphasizes participatory and people-centered development by exchanging, transferring and maximizing knowledge among the different sectors and stakeholders and, generates innovative ideas, approaches, and appropriate technologies through participatory research developing models, demonstration and implementation. CPRD also works as a platform of policy advocates and researchers working as the internal professional staff and external fellows which are grouped into five function-based interactive themes- a) economic justice and poverty alleviation, b) environmental justice for sustainable development, c) social justice for women and minority rights and, d) networking and capacity building of NGOs/CSOs e) north-south dialogue for equitable growth and trade justice.

1.4 PROGRAM FOCUS

The program focus of CPRD has been prioritized through a consultative process of discussion with the active participation of the executive committee members. Considering organizational goal and objectives, the EC members agreed on 11thematic areas to work on priority basis. These thematic areas have been illustrated in the following diagram:

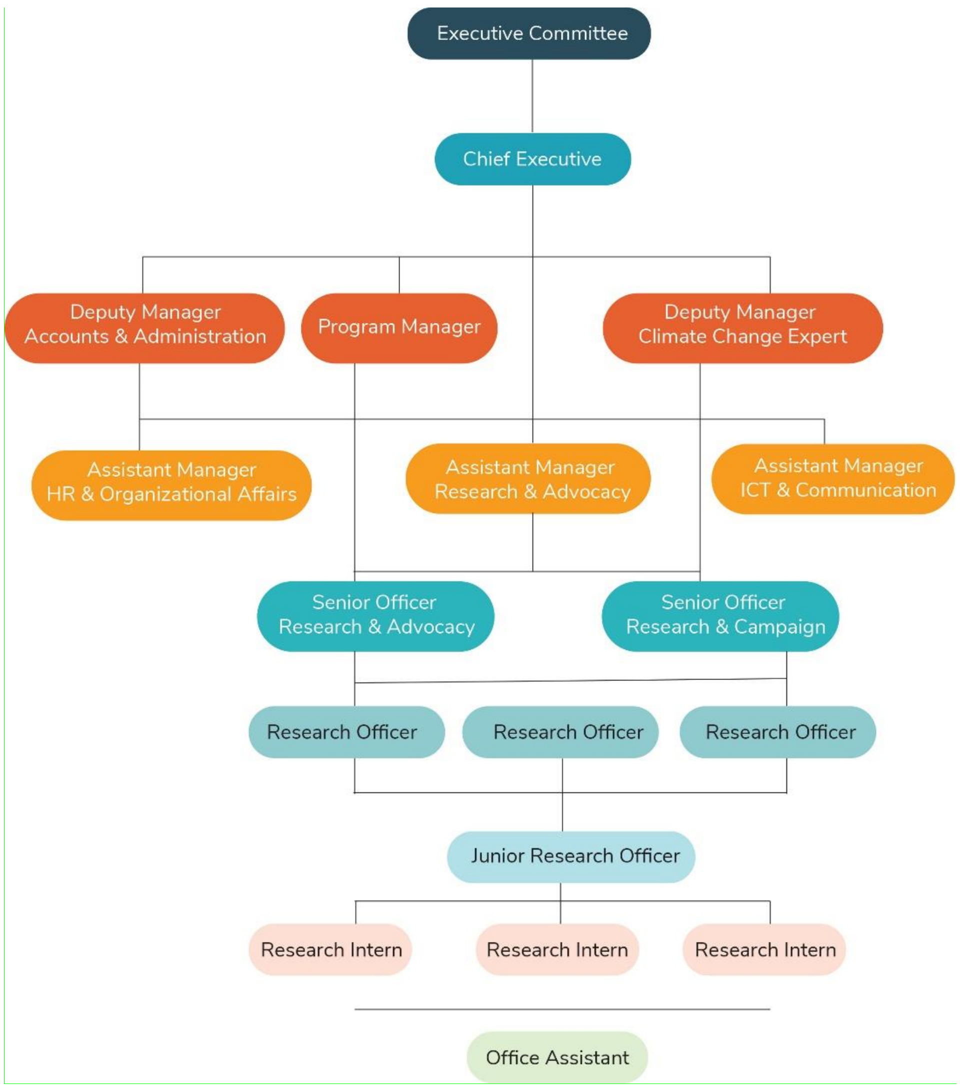


1.5 MANAGEMENT AND GOVERNANCE

The Executive Committee of CPRD is the highest policy making body and governing entity. The EC members meets quarterly and provides overall organizational policy framework. The EC ensures effective and efficient implementation of policy direction and guidance with the overall policy framework in line with organizational vision, mission and objectives. This committee also reviews overall progress and plans annually and advice Chief Executive (CE) of CPRD on the policy issues of program implementation and sustainability. The executive committee members are selected by invitation who renders support generously for the greater interest of the people centered development.

The Chief Executive, who is also the member secretary of the Executive Committee, leads the organization to keep up growth and institutional development toward objective, mission and vision. The Chief Executive also has the general responsibility for operating the day-to-day management functions and overall supervision of the programmes and operations.

1.6 ORGANOGRAM



2. Disciplinary action and separation

2.1 OBJECTIVE

Disciplinary action is warranted for misconduct, violation of code of Ethics and the activities detriment to the interest of the organization. Disciplinary actions are not intended and should not be used to alienate the employee from the organization.

- Whenever disciplinary action is required, it is important that the penalty imposed should be commenced with the offence.
- When the disciplinary action is warranted the employee may be subject to the following actions, subject to due praise in issuing show leave notice and inquiry if considered necessary.

  Verbal Advice: Supervisor may advise the employee concerned verbally for not committing such offence in future.

  Written Warning: A warning letter may be issued to an employee for an offense (misconduct) which does not warrant dismissal.
- The employee shall be issued a confidential letter describing the offence and warning that repetition of such offence shall bring dismissal.
- Warning letter shall be issued by the HR unit on the advice of the supervisor and approval of the appropriate authority.

2.2 TERMINATION

- CPRD may terminate any employee without assigning any reason by giving 1 (one) month notice or payment of a sum equal to the one month gross salary in lieu of such notice at any time. This benefit will be given before the expiry of the seventh working day from termination date.
- Although CPRD is not bound to state any reason in the termination letter but sufficient ground should be recorded in a separate termination file to be kept in the custody of CE as a confidential document.
- The terminated employee will receive admissible dues at separation.
- Termination letter will be issued by the Chief Executive.

2.3 TERMINATION BENEFITS

The terminated employee (confirmed) shall be entitled to the following benefits:

- Unpaid salary and allowances up to the last day of work;
- Encashment for the unused balance earned leave, if any;
- Any other benefits as admissible in the context of the termination as determined by the authority
- When a probationary employee is terminated, he/she will receive only unpaid salary and allowances up to last day of work and encashment for unused balance earned leave, if any.

2.4 MISCONDUCT DEFINED

The following acts on the part of an employee shall be considered as misconduct:

a) Violation of CPRD's values and code of ethics.

b) Any financial fraud

b) Wilful insubordination or disobedience to any reasonable order of the supervisor(s).

c) Theft, fraud or dishonesty in connection with the property of CPRD.

d) Taking or giving bribes or any illegal gratification in connection with his/her work.

e) Habitual "Absence without Leave" or absence without authorized leave.

f) Habitual late attendance.

g) Breach of any terms and conditions of service rules or employment or any rules applicable to CPRD or any rules made under there.

h) Riotous, disorderly or indecent behaviour of the employee.

i) Habitual negligence or neglect of work.

j) Wilful damage to work in process or to any property of CPRD.

k) Tampering with records and registers of CPRD.

l) Unauthorized removal of records and registers of CPRD.

m) Failure to observe the safety and security of the office article and records and registers of CPRD property kept in charge of the employee.

n) Use of drugs, intoxicating substances narcotics. Drinking of alcohol, smoking at office;

o) Sexual harassment and violation of other provisions of Gender Policy.

2.5 SHOW CAUSE

- When a complaint is received against an employee that is serious in nature and that falls under misconduct as defined in this manual, a charge sheet shall be prepared and an employee shall be issued a show cause letter asking, why disciplinary action will not be taken against him/her.
- On receipt of show cause letter, the employee shall explain his/her side within 5 working days.
- The show cause letter must mention the specific charges, the letter will be issued by HR/DAF with the approval of CE.

2.6 INVESTIGATION

On receipt, the reply from the employee or expiry of the time period will be given, CE may constitute a committee with appropriate level of officers with no conflict of interest for appropriate investigation and report.

2.7 PUNISHMENT

- Based on report of the enquiry committee, Chief Executive will decide whether the accused will be dismissed/terminated/asked tore sign or reprimanded in other ways.
- Dismissal/termination/Reprimanded letter is to be issued with the written consent of Chief Executive.
- Payment in case of dismissal:
- Unpaid salary and allowances to the last day of service; and
- Encashment for the unused balance earned leave, if any.

2.8 PROCEDURE OF SUSPENSION

- An employee charged with misconduct may be suspended pending an enquiry into the charges against him/her, but the period of suspension shall not exceed thirty (30) days.
- The suspended employee shall be paid 50% of his/her basic salary during the period of suspension. This payment is not reimbursable, even if dismissal occurs. Any other allowances are not entitled during the time of suspension.
- The employee should be issued a Suspension Order, which shall take effect immediately on delivery.

- If the employee is not found guilty, he/she shall be deemed to have been on duty for the period of suspension for enquiry, and shall be entitled to his/her unpaid balance of basic salary and other benefits (if applicable) for the period of suspension.
- A suspended employee cannot attend to the office or sign any official documents and should not have access to the same. In case such comment is needed for his/her defense, access may be given subject to specific permission of CE.

2.9 GRIEVANCE PROCEDURES

- CPRD tries to provide prompt and orderly resolution of all types of grievances relating to employment conditions.
- Any employee may submit personal grievances within 15 days of the occurrence of the incident.
- Employees will submit written and signed complaint to CE in person or a designated box/ e-mail. CE shall consider and dispose of the complaint within 30 days.

2.10 RETRENCHMENT

- Retrenchment will be used when an employee must be removed because their positions no longer exist or of his/her service is no longer required. The employee shall be given one month's notice in writing indicating the reason of retrenchment, or one month gross salary in lieu of notice.

2.11 BENEFITS OF RETRENCHED STAFF

A confirmed employee shall be entitled to receive following benefits in case of retrenchment:

i) Unpaid salary and allowances up to the last day of work;

ii) Encashment for the unused balance earned leave, if any;

iii) Payment of one month's basic salary in lieu of notice in case of without notice by the organization.

iv) Accrued Bonus and End of Contract benefits.

v) Any other admissible benefit when available.

2.12 RELEASE

i) Staff terminated, dismissed and resigned (confirmed staff), shall take clearance from the place of posting and take release from the head office;

ii) Field based staff may be take release for the concerned field office.

3. Leave and holidays

3.1 GENERAL CONDITION

It is expected that all employees through their work shall uphold commitment to the mission and vision of CPRD.

3.2 OFFICE HOURS

- A regular workday will begin at 08:45 am and end at 5:15 pm, with half an hour off for lunch. Each workweek consists of 40 working hours, beginning on Sunday at 08:45 am and ending on Thursday at 5:15 pm.
- During the working days of the month of Ramadan, office hours shall be determined by the management.
- During working hours staff shall not leave the office without informing to or approval of the supervisor, as deemed appropriate.
- Pregnant women and lactating mothers, if necessary may be allowed for flexible working time as agreed with their supervisor.
- In the event of any natural disaster or civil commotion (for example-cyclone, mob violence, hartal etc.) which poses a direct safety/security threat to an employee especially female, the supervisor at his/her discretion may allow necessary relaxation in their timely attendance in duty station.

3.3 HOLIDAYS

- Friday and Saturday will be weekly holidays. It may otherwise determine by the management for CPRD upon consultation with Board as deemed appropriate.
- CPRD shall observe Govt. declared public holidays and other holidays as decided by the Executive order of the Govt. unless otherwise decided by the competent authority to meet exigencies of circumstances.
- Due to urgency and importance of the work, there might be the need of extra working hours during a workday, or on holidays. The Supervisor of a Division is the responsible authority of his/her unit's work and s/he must know the reason of the employee's extra timework. It is expected that the Supervisor shall monitor work plan so that unless there is any special or urgent work, an employee especially female employee is not normally required to work after evening or in a weekend/holiday.
- If an employee has to work at night, the management shall take care for the safe return of all employees especially woman (by arranging office transport, subject to availability) from the duty station.

- In any unavoidable circumstances (Civic unrest on any other condition beyond management control) if the office remains closed the employee shall make up the lost hour or day as decided by the management. In such circumstances when the office remain open, if any employee is unable to attend office, the lost hour shall be compensated.

3.4 ATTENDANCE

The employees shall be punctual which shall be one of the criteria for evaluation of their performance. Indiscipline in this regard will be violation of code of conduct and may warrant might be taken disciplinary action.

- If any employee fails to reach office on time for four days in a month this may bring deduction of one day earned leave or salary, if earned leave is not due.
- At the time they arrive in the office all employees shall ensure the attendance daily, unless they are on leave, on tour or ill, attending a meeting/conference or training outside this office. Attendance register could be maintained manually or electronically as available.

3.5 LEAVE POLICY

The leave policy allows flexibility for employees to meet personal, family, work and community commitments without compromising the achievement of professional objectives. The bellow policy applies to all employees.

Types of leave

This policy covers the following types of leave:

- Public Holiday
- Annual (12 Days)
- Compassionate (3 days)
- parental
- Casual (12 Days)
- Leave without pay

Public Holiday

All employees are entitled to enjoy all public holidays according to the Government of Peoples republic of Bangladesh

Annual leave

Full-time employees are entitled to annual leave of twelve (12) working days for each year of service. Part-time employees are entitled to annual leave on a pro-rata basis. CPRD has the discretion to approve or object to the taking of annual leave.

Annual leave may not be taken for periods of less than one day. Accumulation of more than Seven (7) days annual leave is discouraged and employees will be directed to take their leave annually.

Compassionate leave

You will be granted up to three (3) days leave on full pay in respect of the death, life threatening illness or injury of a member of your immediate family or a member of your household. You can compensate your travel and field work on holiday with prior permission of Chief Executive of CPRD.

Parental

You are entitled to the provisions for parental leave as per policy of the government of Bangladesh. Briefly, the legislation allows for maternity, paternity and adoption leave for full-time and part-time staff who have completed one year of service.

Casual Leave

The term "casual leave" effectively covers both sick leave and personal leave. The minimum entitlement to casual leave for an employee (other than a casual employee) is twelve (12) days per year. Employees accrue entitlements to casual leave progressively during a year of service according to the number of ordinary hours worked, and cannot be accumulated from year to year.

Employees are required to notify CPRD as soon as possible, when they are absent due to illness or injury and they should also inform how long they expect to be absent.

No payment will be made for unused personal leave.

Sick leave for three or more consecutive working days needs to be supported by a medical certificate to the satisfaction of CPRD rules.

Employees may take Casual leave:

- If they are unfit for work because of their own personal illness or injury; or
- To provide care or support to a member of their immediate family or household, because of a personal illness, injury or unexpected emergency affecting the member.

Leave without pay

CPRD reserves the right to accept or decline applications for leave without pay.

How to apply for leave

All applications for leave are made on the prescribed leave application form.

Who decides?

Upon recommendation of first line supervisor, Chief Executive of CPRD decides whether to approve your leave application.

4. Staff salary and benefits

4.1 SALARY AND BENEFITS

CPRD will offer employees competitive salary to attract and retain them within the organization. The organization looks at both internal and external equity for salary determination. The compensation philosophy rests on the assumption that a sound compensation strategy within the available resources can make a difference in achieving desired goals and objectives of the organization. CPRD generally follows the principle of equity in salary determination.

4.2 CAREER DEVELOPMENT

Organizational structure will provide opportunity for career development within CPRD, as and where applicable.

4.3 SALARY

- All staff of CPRD shall be compensated on a monthly basis as per the approved salary structure as well as approved budget of each project.
- Staff who will be doing internship or working on on temporary or short-term contract status shall receive salaries in accordance with their respective terms and conditions.

4.3 REVIEW OF SALARY STRUCTURE

The Salary Structure may be reviewed periodically or in each project cycle whichever is appropriate, by addressing the change in the market and depending on the CPRD's fund position.

4.4 HOUSE RENT ALLOWANCE

- All regular employees of CPRD shall be granted house rent allowance at rates prescribed by the Board from time to time.

Existing rate and practice are as follows:
a) 60 percent of the basic salary for all employees,
b) This rate may be changed with the decision of the Board depending on the circumstances.

4.5 CONVEYANCE ALLOWANCE

3.10.1 All regular employees of CPRD shall be paid a monthly conveyance allowance at 20% of his/her basic salary

All employees of CPRD shall be paid actual transportation costs for official trips; according to travel policy

4.6 MEDICAL ALLOWANCE

All regular employees of CPRD shall be paid a fixed monthly medical allowance at 20% of his/her basic salary.

4.7 SALARY DEDUCTION

CPRD reserves the right to make deductions from an employee's salary for the following:

- Provident Fund contribution by the employee, as and when created and rules governing the same are framed
- Unauthorized absence or leave without pay
- Recovery of over payment of salary, allowance, benefits or loan/advance
- Damage to, or loss of, materials expressly entrusted to the employee for custody, or loss of money for which s/he is accountable, when such damage or loss is directly attributable to his/her negligence or default.
- Use of office facilities on payment, such as, NWD/ISD phone calls, ISD fax, transport etc for personal reasons.

4.8 STAFF INCOME TAX

All employees for CPRD, if applicable, are liable to pay income tax as per rules of the Government of Bangladesh. CPRD shall deduct the amount of tax payable on salary at source before payment and deposit the same to the Treasury on monthly basis. Such deductions shall be intimates to the concerned employee.

4.9 FESTIVAL ALLOWANCE

- All confirmed employees, who will observe their major festivals during their employment with CPRD, shall be entitled to have equal to his/ her one month gross salary annually as festival bonuses.
- The festival bonus shall be given at least ten days before the festival.
- Festival Allowance is directly associated with the observance of festivals during the employee's association with CPRD; hence it will not be payable for the staff who will be separated before the Festival.

5. The Travel/DSA

5.1 APPROVAL PROCESS

General Rule for Travel and Per Diem (Lodging & Food) and Transport:

- Whatsoever the provision of the projects this Travel and Per Diem policy will be equally applicable for all employees of CPRD, in case of special arrangement approval will be remained except some specific projects where budget is limited to cover full travel expenses.
- To avail Air travel, there must have approved authorization signed by chief executive.
- Administration must follow the procurement guidelines for purchases of tickets, renting vehicles, booking hotels, etc.
- Travel/Work authorization form must be pre-approved by respective supervisor/Line Manager. This will help a staff to provide supporting documents during claiming per diem. Specific time, number of hours /days, purpose of travel, location, breakdown of estimated expenses, budget line, currency and other relevant information in the travel authorization form must be filled out clearly for processing approval of travel authorization.
- Number of hours worked by a staff must correspond to the time sheet that proves clearly a staff has signed during his arrival to and departure from the visiting work station. Signing in time sheet /attendance sheet will be applicable for a staff who travels to attends in a Meeting/Workshop/Seminar/Special event and not applicable for a staff who is on a field movement/ engagement . Physical presence, prior approval of travel/work authorization and air/bus/train/boat tickets will satisfy as the evidence of his/her hours of work at field travel. Staff of Accounts shall cross check the timing of traveler with the time sheet/attendance sheet/supporting documents where applicable during processing a payment of travel/DSA claim.
- Staff must report (signing time sheet) to office if he/she returns back from the travel/visiting place to office/workstation before 5:30 p.m. on the day of travel.
- Line Managers/Supervisors are required to oversee/review the claimant's submitted tickets /bills are original and travel expenses are reasonable considering time, place,

distance and market price before approving the PRF (Expense claim Form/ payment request form).

- Travelers should submit travel claims/bills/invoices within 5 working days after the travel in prescribed form with all supporting receipts e.g. tickets, boarding passes, hotel bills, taxi fare receipts and tax /toll receipts, etc.
- The outstanding travel advances, over 30 days, will be adjusted from traveler's salary; exception requires approval from Chief Executive. In case of previous outstanding advances, no further advance will be issued.
- If any employee try to manipulate the actual amount of bills/invoice during his/her claim, this will warrant immediate termination of the staff after having necessary proof of such deceptive motive.

5.2 NATIONAL TRAVEL

Designation	**Basis**	**Per Diem Rates (in Taka)**		**Remarks**
		Divisional City	**District/Upazilla/Union city**	
1. Lodging/Hotel				
Chairman/ Director/ Chief Executive	At actual per night stay	Maximum 2000		Hotel bill/invoice is must
Research Associate/Assistant Accounts and Admin officer/ It and Communication Officer	At actual per night stay	1500	1200	Hotel bill/invoice is must
All employee	No Bill/receipt required	350	350	Staying with friends/ relatives in case of unavailability of hotels
2. Food during travel				
All Staff	No Bill/receipt required	900(Breakfast 100, Lunch 400,Dinner 400)	800 (Breakfast 100, Lunch 350,Dinner 350)	**Nil claim:** Less than 4 hours Breakfast: If a staff starts journey from 7:00 am. for at least 4 hours trip. **Lunch:** If a staff works for more than 4 hours but less than 8 hrs during day time **Dinner:** If a staff works for more than 4 hours and returns to workstation at/after 7:00 pm.
3. Transport				
Chairman/ Director/ Chief Executive	Ticket/boarding pass	Air/Taxi/Ac Bus	Taxi	Depends on Budget
Research Associate/Assistant Accounts and Admin officer/ It and Communication Officer	Ticket/ approved Travel claim form	AC Bus/Train	CNG	Travel by others means in Emergency and exceptional case will be considered with prior permission of Chief Executive

5.3 INTERNATIONAL TRAVEL

Region/Country	Accommodation/Hotel (in Euro)	Lunch (in Euro)	Dinner (in Euro)	Breakfast (in Euro)	Incidental cost (in Euro)
Asia (Except Japan and Middle East)	50	10	10	If complimentary breakfast is not available you can claim 5	5
Europe/USA /All other countries	120	15	15	If complimentary breakfast is not available you can claim 10	10
Air and Local transport	At actual for all staff where Ticket, Boarding pass and Receipt must required				

5.4 STAFF INSURANCE COVERAGE

CPRD shall maintain group insurance coverage if there are provision on approved project budgets for its regular staff. This shall be guided by the group insurance coverage procedure developed jointly by CPRD and the concerned insurance authority.

5.5 EXPENSES OF EC

All expenses incurred in connection with CPRD related travel and work shall be borne by CPRD on actual basis.

6. Financial Management System

6.1 CUSTODIANS OF THE ACCOUNTS

The EC will be responsible for the financial oversight of CPRD and is ultimately accountable by policy. However, the EC members different responsibilities to the Chief Executive who delegate some functions to Finance Unit. Finance Unit the responsibilities to the downward.

General activities of the EC regarding financial management are:

Oversee financial controls and ensure accountability; Review and approve annual budget; Approve financial policies, including delegating authority; Review and approve financial reports and audited financial statements; Monitor and support resource mobilization; Assess financial risks facing the CPRD

General activities of the Chief Executive regarding financial management are:

Report to the Board and manage budgeting process; Appoint/hire financial staff and delegate tasks; Review donor and other agreements/contracts; Ensure financial records are accurate and up to date; Ensure correct, timely preparation and submission of financial reports; Ensure that program activities are in line with budget and deliverables; Monitor resource use and manage income generation; Monitor financial needs of the organization and fund availability planning;

General activities of the Finance Unit are:

Manage and monitor the budgets of the finance department and projects; Review organization financial reports and provide inputs to Chief Executive; Delegates financial responsibilities to their team; Project future financial needs; Control budgets to ensure money is spent as agreed and work with finance officers to ensure policies and procedures are followed and expenditures are coded and reported accurately.

6.2 ACCOUNTING METHOD

CPRD's accounts will be maintained on books of accounts on double entry method. CPRD will maintain main bank account for operating its foreign and general funds and this account is kept in the name of the Center for Participatory Research and development. All the funds and grants from overseas as well as local donors will be deposited into this account. The finance and accounting personnel shall make record of all the vouchers of all kind of receipts and payment into the cash book.

The vouchers, journal, receipt, payment will be maintained by CPRD. The payment of bills, preparation of vouchers, preparation of cheques etc. will maintained by the Finance Unit.

With regard to programme advances, the programme and the amount required for its implementation will prepare by the project staff and submitted to finance unit for its payment. The programs advances will pay to the requester by account payee cheques/Cash Cheque and settle accordingly by the finance officer and the program coordinator.

all the advance settlement vouchers will be verified by the finance officer and approve by the Chief Executive of the CPRD.

Payment vouchers will maintain by CPRD which includes voucher no, date of transaction, account head, debit/credit/cash/bank, amount in words and figures, name and signature of the person, cheeked by, authorized, prepared the voucher

6.3 NATURE OF ACCOUNTING RECORDS TO KEEP

CPRD Shall maintain all the basic and relevant records related to income and expenditures. These include the contracts and letters for money it receive and receipts and the invoices for any kind of expenses. Finance manager and officers of CPRD will make sure that all these records are carefully filed and kept safe. They will also write down the details of each transaction

6.4 MAINTENANCE OF BOOKS OF ACCOUNT

Books of accounts will maintained on cash and Bank basis. CPRD will maintain a cashbook for its day to day transactions and also summarize all transactions for each individual head. All entries in the payment side of the cash book will post to the debit column of the respective accounts in the ledger book. The entries in receipt side of the cash book will post to the credit side of the respective accounts in the ledger book on regular basis. The second source of the ledger postings will be journal vouchers. The ledger shall be balanced monthly basis.

6.5 THE GENERAL LEDGER BOOK

The ledger book will contain basic book keeping information from the main working books of account (Bank Book, Petty Cash Book). The Ledger book will have different pages for each category of income, expenditure, assets and liabilities and information is „posted" from the other accounting books into particular category. At the end of the month, a head-wise abstract will be prepared showing monthly totals of payment under each head.

6.6 SUPPORTING DOCUMENTS

CPRD will keeps files of the following original documents:

- Receipt or voucher for money received;
- Receipt or voucher for money paid out;
- Invoices – certified and stamped as paid;
- Paying-in vouchers for money paid into the bank;
- Bank statements;
- Journal vouchers - for adjustments and non-cash transactions;
- Payment Vouchers (PVs);
- Local Purchase Orders (LPOs)

6.7 BANK ACCOUNT & ITS RECONCILIATION

CPRD will review each month the bank reconciliation statement to investigate long outstanding cheques deposited or issued or any other item for settlement.

6.8 Petty Cash Book

A petty cash book will be maintained in CPRD by the accountant to have small amounts of cash available for immediate payments of small amount of expenditures. Accountant will responsible for controlling the petty cash fund and documenting the disbursement made from the fund. Actual cash will spot-check and verify by the finance manager at least once per month. Accountant will reimburse the fund for any discrepancies.

Petty cash shall be maintained on an imprest basis. At any given time, the cash and receipts in the cash box shall total the imprest level. The level shall be maintained at BDT 10000. All requests for petty cash must be signed by finance manager on a pre-numbered voucher. A check to replenish the fund will be issued when the fund is low and at the end of every month.

6.9 MAINTENANCE OF ACCOUNTING REGISTERS

The Finance and Accounting Personnel shall maintain the following registers for recording the financial transaction and its related information.

Staff Movement Register

Movement of office staff shall be recorded in the staff movement register. The information about name, date of departure, designation, out time, in time, purpose etc. are recorded in this register.

Salary register

CPRD will maintain a register for recording staff salary payment. It contains salary recipients name, designation, basic salary, allowances, salary deduction etc.

Salary sheet

CPRD will also maintain salary sheet monthly basis for all staff.

Attendance register

CPRD will maintain an attendance register for the staff members which contain information of office staff attendance.

Leave register

CPRD will maintain leave register for office staff.

Stock register

All stores will be recorded in the stock register which would contain information about quantity, total receive, total issue, and total balances of materials and signature of recipient.

Advance register/ Advance slip

A register/slip shall be maintained to record advances give to employees. It contains information about purpose of advances, date of advances with probable date of complete adjustments.

Cheque issue register

Cheque issue register will maintain for each issued cheque a book in the prescribed manner.

6.10 BUDGETARY CONTROL

CPRD will follow the following guidelines for budgetary control system

In all cases expenditure will remain within approved budget unless the concern authorities revise it. It is important that all expenditures, irrespective of capital or revenue in nature, are to be kept within the budgeted allocation. However, circumstances occasionally may necessitate revision of original estimates to bring them in line with current condition. Finance and accounts personnel is to take corrective measures whenever variance in individual code wise budget targets is expected to occur and give satisfactory explanation to major deviation of financial budget targets.

Finance and accounts personnel are to analyze the entire budget situation on quarterly basis. The project coordinator will control the expenditure volume within the limit of the budgeted allocation. Written justification will be required for over expenditure up to 5%. Prior written permission will be required from the donor for over expenditure exceeding 15%. Prior written permission will be required from the donor or executive committee for any emergency expenditure outside the head of expenses of the approved budget.

A budget comparison report showing the budgeted allocation and actual expenditure must be prepared by the Finance and accounts personnel within the first week of the month. A budget line can be changed if necessary unless it is restricted by the donor. However, the executive committee has the exclusive right to add or subtract budgeted allocation depending upon the quantum of fund available.

The project coordinator will prepare an expenditure plan on the basis of annual approved budget and annual work plan along with showing a month-wise break-up of the projected expenditure.

6.11 FUND MANAGEMENT

CPRD will receive funds from the donors according to agreement and other sources of fund like social contributors, member's subscription, donation, service charge, Consultancy fee etc. by issuing money receipts.

All receipts are recorded in the related documents like cash book, ledger book through preparing credit voucher under appropriate head of account. All credit vouchers are supported by money receipts and other related document. All received funds against NGOAB approval shall be deposited in the main bank account. Upon receipt all documents against receipts, the finance and accounts personnel verify the relevant documents to justify it. The credit voucher is duly signed and approved by the chief executive.

Officer designated to collect cheque from the Bank must have a letter signed by the authorized official, authorizing him/her to collect the cheque. Before releasing the funds, approval from NGOAB is required provided donation is received from foreign agencies.

Each receipt is acknowledged either through acknowledgement letter or a money receipt. All payment vouchers must be supported by the documentary evidence such as requisition/indent, quotation, comparative statement, where applicable purchase committee resolution, purchase order/work order, bill/invoice, cash memo, job completion certificate etc. and duly approved by the authorized personnel. Upon receipt a bill, the finance and accounts personnel will verify the relevant document to justify the payment and prepare a voucher to process the payment.

Chief Executive can approve any amount of Project fund. Any amount of Mother Account need to be approved jointly by the chief executive and the Treasurer of CPRD.

All bills received must be duly checked by finance and accounts personnel with relevant documents. No payment shall be made without the prior approval of the delegated authority/the chief executive, Treasurer, Chairman. The bills and the invoice for payment shall be cancelled by affixing the stamp “PAID” and shall be dated. All payments must have the supporting documents as its attachments. All payments must have the supporting documents as its attaching. All payments shall be recorded in cash books and other relevant documents. Payments voucher shall be prepared correctly and it must be signed by the person who prepare, checked, and approved

6.12 MANAGEMENT OF UNUSED FUNDS

CPRD will transfer funds to the recipient that have not been spent at the end date of the project implementation are to be repaid in donor’s issuing currency after the approval of the final financial report, along with any earned interest or gains from exchange rate fluctuations on those unspent. This process also subject to NGOAB approval.

6.13 CASH MANAGEMENT AND DISBURSEMENT

In order to avoid the misappropriation of cash, CPRD will follow below cash management procedures.

Accounts personnel must ensure and keep in mind that the maximum closing cash balance in hand cannot exceed BDT 20000 after the day transaction. Excess of said amount for any valid reasons, the amount is kept in the main safe under lock and key. Each day, all cash receipts and payments are entered into the cash book daily basis. At the end of each day after making all transaction finance and accounts personnel shall count the cash physically and shall confirm the balance with the Cash Book. The chief executive shall verify the cash balance and cash book at the end of each month and put his signature. S/he may verify the cash balance and cash book at any time to ensure the books are maintaining appropriately.

Any payment exceeding BDT 10000 (Ten thousand) must be made through an Account Pay Cheque. If need to pay in cash more than BDT 10000 (Ten thousand) it can be done only after getting approval from the chief executive. In this situation a special note will be required.

For withdrawal of money from the bank account for working cash or for any operational expenses, money requisition must be approved by the chief executive. All cash receipts must be deposited in the bank account as soon as possible immediately after receipt cash. If not possible for any valid reason, that must be deposited into bank account by following working day. Cash should be kept in safety place under lock and key. Key must be kept with cash responsible person.

6.14 SALARY MANAGEMENT

Appointment letter is issued to all permanent employees signed by the chief executive and employee by accepting of the terms and conditions set forth thereto. The appointment letter contains the initial salary, responsibilities, duties and the general terms and conditions.

Subsequent changes in salary, responsibilities, duties, terms or conditions of employment are communicated to the employee in writing. A personal file is opened for every employee.

Copies of job application letter, appointment letter and any other correspondence between employer and the employee are kept in this file.

Salary schedule of CPRD will contain the gross pay, advances, deductions and net pay will prepare by the finance officer, checked and verify by the finance manager or assigned project staff and approve by the chief executive r prior to the preparation of payment vouchers and the check.

Payment of salaries amount more or equal to BDT 10,000 will be made through Account Payee Cheque. All the staff members working at different offices of CPRD will be paid their salaries within 25-31th of that month.

6.15 ADVANCE MANAGEMENT

Concerned staff through money requisition can initiate advance against any operational cost which will be verified by finance manager, assigned project staff and approve by the chief executive.

Adjustments against advance for conveyance will be made within 7(seven) days after completion of tour & submission of trip report. In case of advance to carry out day to day activities, advance should be adjusted within 3 days from the date of advance. Expenses incurred against the advance will be adjusted subsequently and approved. No further advance will be made unless the previous advance is adjusted

6.16 ACQUISITION OF ASSETS

Below procedure will follow for acquisition of assets or procurement for CPRD

- A three members committee will be formed in combination of Programme and finance staffs and their TOR will be as bellow .This is subject to approval of EC and CE.
    - The committee is responsible to collect quotation and assessment of the collected quotation on the basis of quality, price and energy efficiency of the product in a transparent method.
    - The committee is responsible to submit an assessment report to The Chief Executive of CPRD for approval.

- The committee is responsible to disburse work order/Purchase order on organization’s letter head hard copy or soft copy with the sign of Chief Executive of CPRD.
- The Committee is also responsible to ensure all Vat and Tax related issues during purchase (according to Vat, Tax Rules of Bangladesh Government)

The committee is responsible to confirm that all Financial Transaction above BDT 10,000/- (Ten Thousands) shall be made through Account Pay Cheque.

6.17 FIXED ASSETS REGISTER

All fixed assets acquire will be recorded in fixed assets register. The fixed assets will physically verify at the end of each year and results will be reconciled with fixed assets register and short/excess, if any, shall be adjusted in the book of accounts. Sold, disposed of any 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 appropriate column.

It is the responsibility of the finance/accounts manager to maintain a complete and accurate fixed asset register. The fixed assets register will be maintained on an excel spreadsheet or a book and should have the following details:

- Identification or serial number
- Description of asset
- Serial No.
- Source of acquisition
- Cost of acquisition

The finance/accounts manager should ensure that all the assets are tagged with identification codes. All the classes should commence with the prefixes itemized below followed by a unique 3 or 4 numerical numbers for each specific item

7. Retention & Management of Record (Technical and Financial)

7.1 Hard copy

CPRD maintains a centralised filing system for policy and project-related files. Staff are responsible for keeping the files relevant to all projects including funding agreements.

The Finance/Administration Manager is responsible for ensuring compliance with maintaining the central file(s) on each project as specified above. All financial and project or research records are kept for a minimum of 5 years both hardcopy and soft copy.

On an annual basis, the Finance/Administration Manager will cull documents from the central filing cabinets. This ensures filing systems are current and unnecessary storage is reduced. Regular review of the files also assists in the transfer of relevant information in the event of staff turnover.

When culling files, they should make a decision as to whether material should be:

- archived at CPRD;
- disposed of.

In general, CPRD staff are responsible for maintaining files relevant to their own projects and areas of responsibility. Copies of key documents should be forwarded to the Finance/Administration Manager for inclusion on the project file, stored in the Finance/Administration office (a job number will be allocated at this time).

The documents kept in the central file include:

- the funding submission
- the funding agreement
- the project budget
- any correspondence with the funding agency
- copies of all reports and acquittals
- Copies of any agreements with contractors involved in the project.

In order to ensure centralised record keeping, the Finance/Administration Manager also maintains copies of:

- statutory documents (e.g. the certificate of incorporation)
- source documents such as insurance policies

The Finance/Administration Manager is responsible for disposing of information and files as necessary to maintain proper records. Once no longer required, confidential documents are to be shredded. Generally this includes board papers, financial information, and job applications. Any personal information about individuals that is acquired should also be shredded. General information that is not considered as sensitive can be placed in the paper recycling.

Any material which is more than 7 years old is usually discarded in order to save storage space, except for CPRD Legal documents which should be archived.

7.2 Soft Data

To make the data backup and communication management in a structured way of the organization, data backup and internet security policy as bellow. Every computer of this organization will must have to follow the following policy and rules by inflowing the rules and legislation the employees of CPRD will be considered as misconduct and will be mentioned at yearly dairy.

- Primary storage: Please store your computer's file in D, E or any other drives in next. Never store any file in C drive, Desktop or My documents.
- Use of firewall: let your computer take updates, don't turn off your computer when it's taking updates.
- Internet backup: try to keep backup at (internet / cloud backup system) of any important file by using Google drive or dropbox.com.
- Method of storage: CD/DVD USB External HDD/Cloud Backup service (Internet Media) ICT officer will maintain thus.
- Privacy and Security: To access the storage data, you have to take permission from responsible parson (Chief Executive, Research fellow or concerned supervisor).
- Mail Storage: You can't store any data or email at the office email ID; to store you can use third party software (take help from ICT officer) email will be positive and short. Only mail who is responsible for that mail otherwise takes permission before send any mail.
- Don't use official email as personal purpose or personal id as official.
- Set a password to on your using PC and let your supervisor know the password.
- If you are sending any download able email, consider the receiver's internet access.
- Use a difficult password to protect your email account and share the password with only supervisor that he may monitor your account.
- Using Social Media is restricted during office hours, concern your supervisor if there are any emergency to use it.
- You cannot share any research, project and other organizational documents without prior permission of Authority.
- ICT officer will responsible for all this process.

8. Risk Management

For risk assessment, CPRD will review at least once in every year the risks and mitigation actions implementation for the projects. Major risks of CPRD are

8.1 FINANCIAL RISK

Financial risk incurs the loss of money and fund. Main influencing factors are:

- Total grant value
- Funding mechanism
- Funds are used for same objectives in different projects.
- Foreign exchange / inflation
- Level of operational risks / ability to deliver project
- Donor sustainability

8.2 OPERATIONAL RISK

Operational risk involves project delivery, personnel, and assets related risks. It incurs failure to meet project objectives, low safety and security of personnel and beneficiaries and loss of assets. Major influencing factors are:

- Political stability and relationship with government / parties
- Experience of location, theme, type of work, technology and process
- Experience of partner / donor

8.3 LONG TERM RISKS

Long term risk involves the external and reputational risks. It incurs closure of operations in country, legal obligation and loss of reputation. . Main influencing factors are:

- Political stability and relationship with government / parties
- Environmental factors and emergency situations
- Strategic importance of donor / theme / region for future SC projects
- Level of operational risks / ability to deliver project

8.4 MITIGATION STRATEGIES

Mitigation strategies are used in CPRD to reduce the medium and high risk. A risk register is used to keep the information about the risk if the project is undertaken. Mitigation strategies that are cost-effective are considered at the review and approval stage. If the proposal/project proceeds:

- They keep the risk register of all identified and assessed risks;
- They also aware of the facts that there are a number of risks they have not considered or anticipated;

- If risks do occur, they use the cost effective mitigation strategies to reduce the risk.

8.5 MANAGING INTERNAL RISK

All types of internal risks will be faced by CPRD on a day-to-day basis. These types of risks will manage by using a series of controls, checks and balances, which help to avoid losses and detect errors and omissions in the accounting records.

8.6 DELEGATION OF THE AUTHORITY

Chief Executive of CPRD will delegate authority to respective managers of the department and project managers for the day-to-day operations of the CPRD because it is not possible for one person to make all the decisions and authorise all transactions. Respective department and project managers will therefore, further delegate authority to members of the team to relieve the load and to ensure smooth operation during absences of key staff.

8.7 DEALING WITH FRAUD & IRREGULARITIES

Fraud will consider as a deliberate, improper action which leads to financial loss to the organisation. This includes theft of goods or property; falsifying expenses claims and falsification (or destruction) of records to conceal an improper action. Other irregularities include unauthorised activities for private gain.

The procedure to deal with irregularities of CPRD are routine controls, checks and balances in place to safeguard the assets of the organisation and to protect staff from any suspicion of, or temptation to, fraud or other impropriety. Paid staff and volunteers therefore will be obliged to co-operate fully with internal control procedures and failure to do so will be dealt with as appropriate within the organisation’s disciplinary code.

When an irregularity is reported or detected, record the details in writing; report it immediately to a superior in CPRD. When an irregularity comes to light, it must be dealt with quickly and sensitively. If all the evidence points to an irregularity, the individual(s) who is involved will be formally interviewed with a third person present. Protect documents and records by either removing access to them by those involved in the irregularity or by suspending the people involved during the investigation. Investigation could be conducted by the Chief executive, department or project manager.

9. Reporting and Audit

9.1 PREPARATION OF REPORTS

Monthly financial reports will be prepared in CPRD by the finance and accounting personnel in the prescribed form and submitted to the chief executive within 7 days of the next month. Commencement Report, Midterm report, Final report etc., and all type of reports will be prepared as donors prescribed template within time frame.

Annual Financial Report

At the end of the fiscal year, the finance and accounting personnel will prepare the financial report and submit to the chief executive . The annual financial report includes the following

Receipts and payments account: At the end of each month project wise receipts and payments account will be prepared on the basis of all receipts and all payments relating to each of the projects. A consolidated receipts & payments accounts for CPRD will prepare at the end of each month.

Income & expenditure account: Project –wise income & expenditure shall be prepared to ascertain the excess of income over expenditure or the excess of expenditure over income on quarterly/half yearly/yearly basis.

The Balance sheet: The position of fund, liabilities and assets on a specific date shall be presented through the balance sheet. It will be prepared on project-wise and a consolidated balance sheet of the CPRD will also be prepared.

Management Reports

Management reports shall be prepared monthly or at least every quarter in CPRD by finance and accounting personnel. These reports will produce so that managers can take decisions about the future management of the CPRD.

The Cash flow Report

The cash flow report will prepare for comparing of the cash flow forecast with actual receipts and payments each month, plus any new information about future spending or fund-raising plans. It will allow finance manager to predict periods when cash balances are likely to be insufficient to meet all commitments and any surplus funds during the year.

9.2 AUDIT

The chief executive will appoints audit firm enlisted by the NGO affairs Bureau to audit the accounts of the CPRD. Project accounts can be audited by donor selected audit firms both national and international. They can vigorously checking everything. Duration will set by the chief executive and selected CA firm through consultation.

An audit results will be in a report which gives an „audit opinion‟ as to the „true and fair‟ view of the state of affairs of the organisation and operations for the period. This audit report must be approved by the executive committee/Chief executive of the CPRD and project audit reports are shareable within concerned donors.

9.2.1 INTERNAL CONTROL SYSTEM

The Chief executive may assign a staff to check the accounts internally for minimizing the possibility of fraud or irregularities or misappropriation of fund. The person will conduct internal audit who is not involve with handling cash, transaction recording, voucher preparation, fund receive and disbursement.

The Chief executive may form a committee comprising 2 (two) members for physical inventory counting and checking. The finance manager will serve as a convener. The committee shall do this job once in each year. The committee will submit the report within stipulated date & time. Required adjustment of any inconsistency shall be made having approval from the Chief Executive or delegated authority.

Md. Shamsuddoha
Chief Executive
Center for Participatory Research
and Development-CPRD