



# **Organization Management Manual of Grambangla Unnayan Committee**

## **Grambangla Unnayan Committee**

House – 93 (1st Floor), Road – 1

Mohammadia Housing Society, Mohammadpur, Dhaka. Bangladesh

Tel: +88028105000 & 0175-020055

e-mail:grambangla@yahoo.com

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## 1. LEGAL STATUS AND ORGANISATIONAL STRUCTURE

### A. Legal status

Grambangla Unnayan Committee (GUC) is a non-profit, non-government, & voluntary Development Organization which was established in the year 1993 duly registered with NGO Affairs Bureau under Prime Minister's Office and its registration number is 2073 dated March 01, 2006 and Social Welfare Department, Government of the Peoples Republic of Bangladesh vide registration No. Jhal -171/97 dated October 08, 1997 and started its operational activities in the year 1993 for the betterment of the poor, downtrodden, socially excluded communities and missing people of Bangladesh.

### B. Organizational Structure

GUC is administering its activities in the various fields of development. For well functioning of the organization it has a set structure. GUC is working in different parts of Bangladesh with its head office at Dhaka. (The Organizational Structure of GUC: Annex-I).

## 2. OFFICE MAINTENANCE AND UTILITIES

### A. General Maintenance

Renovation of the building is to be done according to the lease agreement for hired premises. For sub offices, it is mandatory to contact the landlord before initiating work not specified in the lease, such as installation of dividing walls etc. Prior permission from HO should be obtained before starting such renovation or extension work.

- I. For GUC's own building prior permission from the Executive Director is required before starting any structure alternations. For rented premises written permission must be obtained from the landlord before work begins and submitted to Admin. Dept.
- II. If there is any problem with the landlord upholding his part of the agreement in terms of providing services, and negotiations have failed, the sub office/project office should notify admin. dept.

### B Repairs and Appliances

- I. The following electrical appliances should be repaired by Admin. Dept. of GUC head office.

Refrigerator  
Water pumps  
Computers & Printers  
Televisions & CD player  
Camera  
Over Head Projector (OHP)  
Fax Machine  
Phone & Mobile sets  
Wall Clock

Local electricians / technicians may be used to determine the nature of the repair needed, but actual repairs should be made from the manufacture or suppliers if guaranteed by them. Otherwise Admin. Dept. will take necessary measure to repair the appliances by skilled technicians.

- II. Minor repair of other items should be handled locally whenever possible, assuming skilled technicians is available.

### **C. Maintenance/Cleaning Materials for the office**

The following materials and supplies will be provided;

- a) Harpic
- b) Phenyl
- c) Toilet paper
- d) Soap (bath and Laundry)
- e) Light (bulb & Tubes)
- f) Insecticides

### **D. Signboard for the office**

The office should display the necessary signboard as specified below:

- a) Length : 10 Feet
- b) Wide : 4 feet
- c) Lettering : GUC (A Voluntary Development Organization)
- d) Color : As in letterhead stationary

Sub office, which is not visible from the main road, should prepare directive signs indicating the location of the office.

## **3. VEHICLE ADMINISTRATION**

### **A. General description of vehicle**

GUC's transportation fleets will be consisted of Motor Cycle, Taxi & Pick-up Van. The following policies and procedure will be applicable to the above category of vehicles.

Vehicles will be mostly purchased from the project account & will be used for the interest of the project. Project staff those who are entitle to use the vehicle as per rules of the project will be provided vehicles. They will receive the vehicle form administration dept. of the organization with complete documentation (blue book, Insurance etc.) before handing over the vehicles the concerned staff must submit his/her driving license. There should be a general transport pool consisting a limited number of vehicles for use of head office staff.

### **B. Vehicle Registration/Tax tokens:**

**Initial registration & renewal:** GUC's administration department bears the primary responsibility for registration of all vehicles. The original registration books must be kept in the vehicles all times. The blue book, registration book) should be sent to be GUC' s administration Department at least two weeks in advance for renewal.

**Loss of vehicle registration:** If the blue Book is lost, the user of the vehicle or driver must report it to the police station immediately for a General Diary Entry (GDE). The police station will provide an acknowledgment of the GDE. This acknowledgement must then be sent, with a photocopy of the lost registration book (if possible) to the administration department of GUC. Administration Department will take necessary action for duplicate Blue Book requesting the Registration Authority.

### C. Fitness Certificate :

GUC Administration Department has the primary responsibility for fitness certificate. After the expiry of the fitness certificate, vehicles are required to obtain fitness certificate on a yearly basis.

**Insuring vehicle upon purchase:** Local law mandates that all vehicles (Motor cycle car, pick up etc.) must possess, at minimum valid third party insurance through a Bangladeshi carrier. The initial obtaining of the certificate is the responsibility of Admin. Dept. No vehicle is to be on road without insurance.

**Renewal of insurance certificate:** Sub- office or Project Coordinators are responsible for notifying Admin. Dept. when a certificate must be renewed. This must be done at least two weeks in advance. The original certificate itself must be sent for renewal and a photocopy should be kept in the vehicle until the renewed certificate is sent from head office.

### D. Vehicle use and safety :

It is re-emphasized that only authorized personnel possessing a valid driving license are permitted to operate his/her vehicle.

Speed limits for various types of vehicle are outlined below:

Type of Vehicle	Speed limits	
	Open Road/Highway	Built up road/Populated area
Car/Jeep/Microbus	Less than 60 KMH	Less than 25 KMH
Pick-up/wagon	Same	Same
Motor Cycle	Less than 50 KMH	Same
Auto Rickshaw	Less than 40 KMH	Same

Motor Cycle riders must have to use helmets for their safety other wise authority may take necessary action against him/her.

### E. Check up vehicle parts/issued items:

Each vehicle should have its inventory periodically checked to ensure that all issued items (especially the tool kit) are still in adequate supply and working condition.

Vehicle parts such as mirrors, fuel caps, spare tires, batteries and registration plates also need to be checked, as part of the morning check up.

If any item or parts is found missing or damaged, the concerned controlling officer has the authority to handle each case individually and determine whether any reimbursement is to be claimed from the driver/concerned employee.

Any FF & E item lost, damaged or stolen from a vehicle should be reported to Head Office Admin. Dept. The department head should provide recommendations for action, based on the individual case.

#### **F. Fuel Purchasing and Log Book:**

Usually fuel & other items such as motor oil and distilled water for all types of vehicle to be purchased from Govt. authorized dealer/pump. In exceptional cases or in odd situation one may purchase from else where, but discouraged.

Payment of fuel bill should be made monthly basis from concerned project/program budget. His/her supervising authority must recommend such bills.

Separate logbook for each registered vehicle is to be maintained by the user. The logbook showed the place of destination, mileage coverage, purpose & fuel consumption. The supervising authority of the concerned user must check the logbook and control over uses of vehicles as well as expenditure.

#### **G. Servicing of Vehicle:**

Motor Cycle provided to staff of sub office/Project staffs are liable for proper Maintenance. As GUC has not its own servicing work shop, servicing of vehicles are done from recognized & established work shop available at Dhaka. However minor servicing works up to Tk.1000 are permitted for sub office/project staff. For any major repair & spares prior permission must sought from the Head Office with an approximate estimated cost.

After the completion of servicing the driver/employee should ensure that all items on the vehicle's inventory are OK. Replaced spares to be collected and to be deposited with Head Office Admin. Dept. otherwise bills for such repairs are not to be entertained. For such any servicing & repair must be recorded in the concerned log book for future reference.

Payment of such major repair bills to be paid from Project/program budget and the bills must be recommended by the Admin. Dept. for payment.

#### **H. Vehicle Accident:**

Whenever a vehicle is involved in an accident resulting in serious injury or death, it is advisable to leave the spot immediately and proceed directly to the nearest police station. This is because there is often an attempt to attack the driver/Passengers.

Upon arrival at the police station, the driver should file a First Information Report (FIR). As soon as that is filed, the police may take both driver and vehicle under custody, usually this to good, since it protects from any aggression from angry villages/mob etc.

The sub-office should be notified as soon as possible, who should in turn immediately notify the Head Office and there after provide progress reports until the case is settled.

If deemed appropriate, Admin. Dept. will inform the liability insurance carrier with in 48 hours of the accident.

All efforts should be made to settle the case before it is transferred to the court.

Once an agreement is reached, an affidavit is needed from the victim or relatives/designates to this effect, a local lawyer can be consulted to assist in these matters.

If the case comes to the court the Superintendent of Police (SP) should be informed about the mutual agreement described above, and requested to issue a letter to the public prosecutor (PP) requesting the withdrawal of the case.

The PP should be requested to submit a petition to the Judge for the withdrawal of the case. He will only do this upon receipt of a favorable report from SP. So every effort should be made to convince the PP to provide such a report to the PP.

If these tactics are not successful Admin. Dept. should be informed immediately so that the necessary legal action and advice can be taken.

All accidents are to be reported to Admin. Dept. within 48 hours, followed up by a numbered letter.

#### **4. PROCUREMENT/PURCHASING**

- a. A three member purchase committee approved by the executive committee will be responsible for procurement and purchase. In that committee one member from Executive Committee, the Executive Director and another senior level officer from the organization will be as members.
- b. A prior approval is needed if some goods' or project materials' of worth more than Tk.5,000
- c. The Executive Director will approve for purchase not more than Tk.5,000.
- d. All purchase can be done through cash or A/C payee cheque.
- e. A quotation will be needed if the amount of purchase is more than Tk.20,000.
- f. The approval from Executive Committee will be required if something is purchased out of budget of a project.

#### **5. FURNITURE, FIXTURE AND EQUIPMENT (FF & E) MANAGEMENT**

FF & E items are defined as all non-expendable items costing Tk.500/= and above such as table, chairs, filing cabinets, Almirah, Electrical appliances, vehicle etc. All such items are assigned inventory numbers. Although some items such as Motor cycles and bicycles are FF & E items, but not assigned numbers. The accounts department assigns Numbers.

##### **A. Yearly Verification of FF & E:**

At the beginning of the each fiscal year, a complete computerized list is provided to each sub-office and departments from the central Accounts Department. Each sub-office & department should:

- a) Verify physically each and every item on the list.
- b) Report any discrepancies to the central Accounts department within 10 days of receiving the FF & E list.
- c) Prepare an updated room wise list of FF & E items throughout the office. One staff member of Admin. Dept. should be made responsible for preparing the update lists

##### **B. Items for disposal**

Any item-meriting disposal must be written off with reasons given. Approval must be obtained from the Executive Committee. If a local auction is held, the following guidelines should be followed:

- a. A list of items to be auctioned must be sent to the Executive Director for his approval prior to the auction.
- b. If bidding is unrestricted, it is preferred that the auction be for staff only.
- c. Open or closed bidding is permitted with no price limits given either way.

- d. All sell proceeds must be sent to central Accounts.
- e. All FF & E items sold must be indicated as sold in the FF & E register.

### **C. Consumable items:**

There are some items which are not given numbers, either because their value is less than Tk. 500 and they have a short life span items should be recorded in a separate register, with the following information included:

- a) Serial number
- b) Item description
- c) Source
- d) Cost
- e) Recipients signature
- f) Balance
- g) Remarks

### **D. Individual Inventory Register (IIR)**

Any returnable FF & E item, such as a calculator, stapler, punch etc. issued to individual staff members should be recorded in the IIR. Each member of the staff will be assigned a page in the register at the time of the persons joining. This register is very important for determining clearance of transferred or departing staff members. The IIR should contain the following information:

- a) Serial number
- b) Item description
- c) Source
- d) Cost
- e) Recipients signature
- f) Remarks

## **6. PROJECT AND GENERAL SUPPLIES**

### **A. Project Supplies**

Those items, which are required for the implementation of the project activities, are considered project supplies and are generally the responsibility of the Project Coordinators (PC) to procure as per organization procurement policy. General items such as calculators staplers etc. Which are used by any staff to carry out his /her various activities are generally issued items and that must be entered into the Individual Inventory Register (IIR) as stated in FF & E Management Chapter.

Forms & printer materials are available in the H.O. Store. Project/sub office should collect those through official requisition. Cost of such materials supplied from H.O. is realized from the respective project account.

### **B. General issued items**

There are some general items, which are issued to staff and entered into the Individual Inventory Register (IIR). Such items include :

- Calculator
- Stapler, and other desk equipment
- Any non Consumable item

#### Overnight/Field bags.

If for any reason, one of these items is lost, damaged or otherwise rendered inoperable the department head/PC is to determine on a case-by basis, the level of reimbursement to be claimed from the employee.

When an employee leaves the office either due to transfer or separation from GUC, all items must be returned to the concerned authority. A clearance report is to be prepared before his/her departure to ensure that all project and general items have been returned or accounted for in some way.

### **C. Defective Supplies**

If damaged or unusable items are discovered in the stores, effort should be made to obtain a refund or replacement from the supplier.

If the item received from central store or through central purchase, a memo describing the problem should be sent first requesting instruction from H.O.

### **D. Issuing Supplies to staff from Store**

A requisition form must be completed including the item and quantity required. The slip must be approved by the employee's immediate supervisor and then passed to the Department Head for final approval. When the item is issued an entry must be made in the appropriate pass of the stock Register/(IIR).

### **E. Use of GUC Letter head stationery and envelopes**

GUC letterhead is to be used only for communication outside of GUC i.e. with Government, Ministries, Agencies and Officials, Counterparts, Local Govt. Officials and Vendors.

Envelopes are only necessary for external mail. Inter office mail does not require envelopes unless it is of a Confidential nature.

### **F. Supplies of Special items**

Rain Coat: Issued to field staff, those who uses official Motorcycles.

Umbrella, Flash light and Torch: For night guard & Vehicles

## **7. MAINTENANCE OF RECORD & DOCUMENTS (FILING SYSTEM)**

### **A. Filing system**

An efficient filing system is perhaps one of the most important management tools within the organization.

Subject/Donor/Project wise central files are maintained in Head office and the sub-offices and departments maintain only those files which are relevant to their own operations.

Admin Dept. will update the file index or concerned Dept. as needed. Any file currently existing within the department's filing system which are not listed in the index should be removed or renumbered, if appropriate.



A central filing area should be established within the office, preferably in or near the administration department.

It is not necessary to have files duplicate within the various project offices. There should only be project-related files (i.e. Thana/Union files/scheme files etc) in the project offices.

With the exception of project correspondence, all correspondence should be filed in central files only.

Personnel and other confidential files will continue to be maintained separately, under the control of Executive Director and accessible only to his/her authorized designates (i.e. Admin, officer, and office secretary). Personnel files of such designate should be kept in the Executive Director's custody.

It is more efficient if only one or two people are responsible for filing. However all clerical staff should be able to locate documents without assistance.

Draft of correspondence, report of any other official documents are to be destroyed (burned) not filed.

## **B. Other guidelines on record maintenance**

New files should be opened when the size of a field becomes too bulky for easy handling. When a file is closed, the outside cover should have the following information:

- a. Contents of file
- b. Period covered
- c. Date, if any, when it can be destroyed.

Old files should be labeled and stored in a dry place, periodic checking of files for insect or rodent damage recommended, with the appropriate preventative measures taken to protect the files.

## **C. File retention and record destruction**

The destruction of any files must follow these procedures:

A list of files to be destroyed be prepared and be submitted to Executive Director (ED). ED will seek Executive Committee's (EC) permission for the same.

For personal confidential files of ex-employees all original documents such as certificates, diplomas, etc. should be sent to Admin. Dept.

Any financial or other documents needed for an audit should not be destroyed without permission of Executive Director.

The actual destruction, by burring, must be witnessed by the Executive Director and other members if designated by EC, and a list of such destroyed documents must be submitted to EC.

# **8. MAIL MANAGEMENT AND COMMUNICATION SERVICES**

## **A. Incoming mails to H.O.**

The administration Dept. receives the mail and sorts-out the personal and official letters. Personal mail to be directly delivered to the addressee.

All other mail goes to the Executive Director/his designated official for opening and date-stamping. He/she will determine its circulation or action needed. No other staff should be permitted to handle the mail to ensure confidentiality.

A register of all incoming mails should be maintained.

#### **B. Incoming mail to sub-office/project office**

Upon receipt of the mail envelop the concerned official head will open the mail and take necessary action. No other staff should be permitted.

#### **C. Outgoing mail : Inter-office**

All inter-office mail should be sent is the H.O. Admin. Dept. responsible for mail receive/dispatch.

A register of all outgoing posted mail should be maintained & signature may be obtained to insure receipt of the same.

#### **D. Outgoing mail : External destinations**

A register should be maintained for outgoing/external mail. Depending on the importance of the mail, each office can send mail by external means such as:

**Hand-Carried mail:** Carried either by messenger or project staff, this requires the signature of the recipient, either in a peon book, on a receipt or on a duplicate copy of the letter or document being delivered. This method is used for important documents, which should not be risked in the regular mail system.

**Registered Mail with A/D:** This method is used for sending important documents to counterparts as well as confidential letters to GUC staff unavailable in the office. Most registered mail will be sent in this manner with acknowledgement desired.

**Registered Mail:** These are the same as above except no acknowledgement will be sent to the office.

**Ordinary post:** Usually general circulars and the copies of other correspondence are sent through the regular postal system.

**Courier service:** Urgent documents and letters to be sent through courier service. Before handing over the documents to be assertion whether the destination of the mail is under Courier Service net work.

#### **E. Other Communication Service**

GUC Head office has Telephone, Mobile, E-mail facilities, but these are primary for official use only. If someone wish to use it for personal purposes, permission must be obtained from Admin. Dept. Person who wish to use those personal reason must entered his/her name in the Telephone call register with personal written alongside he/she will be bulled accordingly.

All calls are to be recorded in the register by the Telephone operator including the name of the caller, to which numbers/person the call was placed, the duration of the call and whether the call was personal or official.

## **9. SECURITY & SAFETY EQUIPMENT**

### **A. Manpower Levels**

Night guards are provided for head office and attached sub-office/project offices. Project/field offices will determine their security needs at the time of establishment.

### **B. Gate Passes**

In Head office there is a gate pass system, to ensure accountability for all GUC property taken from the office premises.

Before removing any GUC property from Head Office 2 copies of the Gate pass must be approved by Admin. Dept. to indicate the item with carrier. One copy for guard & one copy for carrier.

### **C. Emergency Procedures**

All guards should know how to contact the police, the fire Department and other emergency assistance institutions.

Telephone & Mobile number of same emergency services like Fire Service, Police Station, Hospital etc. be kept with duty guards. They should also be trained how to operate telephone on emergency situation.

It should be firmly established who within GUC should be contacted locally and in their absence, a substitute.

Guards are to be issued whistles with a long cord as part to their duty equipment.

### **D. Safety Equipment**

Offices should have at least one of each kind of fire extinguishers foam or carbon di-oxide. Some items should be refillable and some should be for single use only.

All guards must be trained in handling the fire extinguishers.

At least one first Aid Box should be available within easy access in the office compound. Basic medicines and first Aid equipment should be kept in stock.

First Aid training should be provided to all drivers and guards. It is strongly recommended that all field staff and someone amongst the establishment staff are imparted training.

## **10. AUDITS**

Two types of audits occur within the organization- Internal Audit & External Audit.

### **A. Internal Audit**

A representative of GUC, nominated by EC will periodically visit the sub offices, Projects offices and Head Office departments without prior notification. He will check the following area,

- a. All financial transactions.
- b. Petty cash, Bank documents and expenses vouchers.
- c. All accounting procedures to verify that they are being followed properly.
- d. Stores inventory and registers.
- e. Inventory of FF & E.
- f. All accounting records.

After completing the audit, the internal Auditor will submit a report to the Director with comments regarding strengths and weakness found as well as suggestions. The sub office/project office will receive a copy of the report.

Secondary purpose of this audit is to prepare the sub office/project office for the external audit.

## **B. External Audit**

Every year an appointed (CA) chartered Accountant firm audits the central accounts and project accounts. Project/Sub offices selected for audit will be notified by Accounts Department and informed as to what areas are going to be audited.

Usually the auditors check the following:

- All financial transaction over a period of one year.
- Petty cash, Bank documents and expenses voucher.
- Maintenance of accounting procedures.
- Stores inventory and bookkeeping.
- Inventory of FF & E.
- All accounting records.

After the audit GUC head office received a consolidated report. The project & sub offices do not receive any report.

## **C. Sub office/Project/Program Audits**

Periodically, sub offices should conduct audits of their books of accounts, ledgers, petty cash, vouchers etc. by a team of senior staff.

One purpose of this audit would be to prepare the office for both internal & external audit.

## **11. PUBLIC RELATIONS**

In order to handle these matters efficiently and diplomatically the following guidelines are offered.

### **A. Handling the press**

The Executive Director is responsible for determining the extent of public relations undertaken by the organization. Therefore, any personnel except the Executive Director's instruction should not contact the press.

If contacted by the press, the following steps are suggested:

- a) The senior-most person in the office should be directly involved.

- b) A short handout, if the circumstance calls it, should be made available. This handout should have prior approval from Head office.
- c) The positive aspects of any project should be stressed. Where negative aspects are concerned, emphasis should be placed on GUC's efforts to improve project management in co-operative with the counter parts and the general community.
- d) After the interview, a brief but concise report should be filed with the PC or Head office management staff concerned. Try to obtain a copy of the published interview and forward that as well.
- e) Any printed article about GUC should be forwarded to Head office and any adverse publicity should be referred to Head office before any response is made.
- f) Overall, the main thing to be cautious. Also remember that it might be better to avoid interviews on issues of a delicate political nature, such as GUC's position on Hartals (strikes) etc. If you have any questions as to how to responds, contact Head office for guidance.

## **B. Visits by other organizations Representative**

If the person represents a counterpart: the project coordinator concerned should be contacted to ascertain if there are any issues to be considered.

Generally, such representative gives advance notice of their visit. They also write reports to their supervisors about the visit, so care should be taken accordingly.

If the person "Just happened to be in the area and saw the GUC sign". Be prepared to answer general question about GUC's projects.

Any request for statistics or data beyond what is provided in the data sheets should probably be referred to Head Office. This is especially recommended for any questions concerning projects not active in your sub office.

If the visitor is an official visitor donor agency representative:

The concerned project coordinator is usually informed in advance by the agency, and special preparations will be made. The sub office will be responsible for coordinating and logistics and project activities as requested by the project coordinator.

All visits should be reported to the concerned project coordinators.

A GUC fact sheet, containing project briefs, has been developed and will be distributed from time to time, whenever it has been updated or upon request.

## **12. LEASE AGREEMENT**

Admin. Dept. is primarily responsible for all lease under taken by the organization. All final negotiations and any subsequent disputes by either the Admin Officer or his designate.

### **A. Guidelines for leases**

When the need arises to relocate the office or renegotiate its current lease, the Admin. Dept will take necessary measure. In case of sub offices the project Coordinator will inform Head office.

Depending on the circumstances, the Executive Director will determine whether the Admin. Officer or PC will handle the matter.

Appropriate advice will be given for the task of negotiation fall to the Admin. Officer/PC. Factors for consideration are:

- a. Rent fixation-acceptable amount/range
- b. Period of the lease
- c. Provision of advance & mode of adjustment
- d. Percentage of rent increase at the end of contract.
- e. Period of notification for renewal or termination of the lease contract (30-60 days).

Admin will draft the contract, after negotiation. Dept. following GUC's standard format and including any necessary modifications. Accounts section may also provide comments on the draft.

GUC and the landlord sign the contract, in triplicate. The Executive Director or representative of Executive Director usually signs for GUC as the case may be.

- (a) Admin keeps the first original (non-judicial stamp form) of the lease on file.
- (b) The second original (also non-Judicial stamp form) is given to the landlord.
- (c) The sub-office retains the third Copy (a Plain copy).

## **B. General Guidelines for selecting offices**

- i. Structure condition of the building
- ii. Communication accessibility turns around space for Jeeps etc.
- iii. Security who are your neighbor? How easily can guard patrol /protect the grounds?
- iv. Local environment
- v. Utilities- Condition and availability/reliability
- vi. Altitude of the landlord
- vii. The building should be used GUC only –avoid resident landlords and shared occupancy with other tenants.
- viii. Consider the time frame for renewal of the lease. If you want to shift to new location, you will need time. If you know your office needs will expand, be sure to have the freedom to move into a new office.
- ix. If changes need to be made (i.e. garage sheds fencing etc.) would it be easier/cheaper to look for another location, or is the site worth it?

**The End**