



INDEPENDENT COMMISSION AGAINST CORRUPTION

**MANAGEMENT
OF PARENT
TEACHER'S
ASSOCIATIONS**

**BEST
PRACTICE
GUIDE**



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List of Acronyms

HR Human Resources

ICAC Independent Commission Against Corruption

MOPs Minutes of Proceedings

PSSA Private Secondary Schools Authority

PTA Parent Teacher's Association



Introduction

Prevention of corruption needs to be in-built in the culture of all organisations or associations. In line with its endeavour to assist organisations/bodies in mitigating the risks of corruption, the Independent Commission Against Corruption (ICAC) has developed a best practice guide on management of Parents Teachers Associations (PTA) funds in close collaboration with the Ministry of Education and representatives from PTAs (primary and secondary). This guide provides necessary guidelines to strengthen the accountability and transparency infrastructure of PTAs.

A PTA, an independent body registered with the Registry of Associations, is responsible to assist schools in promoting the welfare of students through provisions of better infrastructure, pedagogical materials and recreational activities. The PTAs are financed from funds in the form of grants from the Ministry of Education and Human Resources, contribution from parents and other fund raising activities. It is therefore essential to give assurance to all stakeholders that funds are utilized for the intended purpose.

The main objectives behind the development of the guide are to:

- ensure that best practices are applied to receipts and disbursement of PTAs funds.
- promote integrity in the management of PTAs.
- assist PTA members and school management in understanding and properly discharging their respective responsibilities.

The guide complements the provisions of the law and its application should not in any way supersede relevant legislations and regulations.

The ICAC shows its deep appreciation to all those who have been directly or indirectly involved in this project. We trust that management of the PTA and the school will make optimum use of this document to pave the way towards building and sustaining an integrity culture in the management of PTAs.

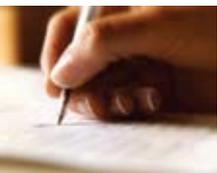


Roles and Responsibilities - Executive Committee

Principles	Description
<p>Governance</p>	<ul style="list-style-type: none"> ▪ Roles and related obligations of the Executive Committee should be clearly defined. The Executive Committee should: <ul style="list-style-type: none"> • Ensure adherence to good financial practices and sound management principles. • Ensure proper asset management. • Oversee financial reporting. • Review activities and accounts of the PTA. • Ensure adequate control mechanisms are in place. • Ensure maintenance of proper accounting records.
<p>Stewardship</p>	<ul style="list-style-type: none"> ▪ The Executive Committee should act in the best interest of the Association and ensure that all activities are carried out in an efficient, effective and economic manner: <ul style="list-style-type: none"> • Tender/Quotation procedures should be sought to where necessary and best deal secured. • Goals and objectives for expenditure projects should be clearly stated. • Expenses should be properly controlled. • There should be no wastage or misappropriations of PTA funds and resources.
<p>Compliance</p>	<ul style="list-style-type: none"> ▪ The Executive Committee should strictly comply with the rules and regulations of the Association, the Registration of Associations Act 1982 and any other relevant Acts/Regulations.



Principles	Description
Transparency	<ul style="list-style-type: none"> ▪ All the activities of the PTA should be carried out in a transparent manner. In this respect: <ul style="list-style-type: none"> • All decisions of the Executive Committee should be recorded in the Minutes of Proceedings. • All receipts should be recorded and accounted for. • All payments should be approved by the Committee and should be supported by relevant documents. • Reasons for exceptions should be clearly minuted or recorded.
Confidentiality	<ul style="list-style-type: none"> ▪ Members of the Executive Committee should not disclose any information of the PTA to those who do not have the right to this information.
Ethical Behaviour	<ul style="list-style-type: none"> ▪ The Executive Committee should observe sound ethical behaviour. Examples are: <ul style="list-style-type: none"> • Executive members should act in the interest of PTA and should not use their positions for personal gains/benefits or for others. • Executive members should promptly disclose in writing all situations of conflict of interests. • Executive members should promote mutual respect and build good relations with all stakeholders. • Executive members should promote the welfare of all students. • Executive members should ensure a sound interpersonal relationship in the conduct of their work.



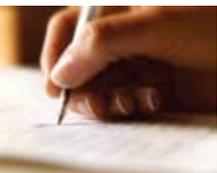
Principles	Description
Acceptance of Gifts and Hospitality	<ul style="list-style-type: none">▪ Acceptance of gifts and hospitality requires careful judgments as it can be perceived as undue benefit, conflict of interests or inappropriate gain. The independence of the beneficiary can also be undermined.
Minutes of Proceedings	<ul style="list-style-type: none">▪ Management of PTAs should ensure that:<ul style="list-style-type: none">• Minutes of Proceedings (MOPs) of Annual General Meetings and Executive Committee meetings are properly kept.• All important issues and decisions are recorded clearly.• MOPs are read and approved in the next meeting.• Both President and Secretary sign the approved MOPs.• MOPs are filed properly and safeguarded by the Secretary.



Principles of Best Practice - Operational Activities

Accounting and Recording – Cash Book

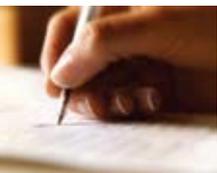
Principles	Description
<p>Treasurer</p>	<ul style="list-style-type: none"> ▪ The treasurer, who is a member of a teaching staff is responsible for all accounting transactions. The following should be ensured: <ul style="list-style-type: none"> • As far as possible, the same teaching staff should not hold office for more than two years. • The treasurer should be immediately replaced by another teacher if he is transferred. • Proper handing over should be carried out as soon as a treasurer is replaced. • The treasurer should have sufficient knowledge in basic book-keeping. • The treasurer should regularly submit to the Executive Committee relevant returns regarding funds available, projects in process, etc. • The Bank should be immediately notified of any change of signatories for cheques.
<p>Cash Book</p>	<ul style="list-style-type: none"> ▪ All receipts and payments of the PTA should be promptly recorded in a Combined Cash and Bank Account (Cash Book). The Cash Book should contain all relevant information. ▪ A model of Cash Book is provided at <i>Annex I</i>. <ul style="list-style-type: none"> • The Cash Book should be subject to scrutiny at least once a year by the inspector of the Registry of Association.



Principles	Description
<p>Receipts</p>	<ul style="list-style-type: none"> ▪ A serially pre-numbered receipt should be issued to each payer for amount tendered. ▪ The receipts should be prepared in three copies, using doubled-sided carbon paper. Relevant details contained in receipts such as date, name of payer, amount remitted and purpose of the remittance details should be recorded in Cash Book. ▪ All cancelled receipts should be marked “cancelled” and stapled in receipt Book. ▪ Receipts should not be tampered with.
<p>Receipt Books</p>	<ul style="list-style-type: none"> ▪ The Treasurer should be the only one responsible for the issue and safeguarding of Receipt Books. In his absence, the above responsibility should be fulfilled by the Assistant Treasurer. ▪ A Stock Book should be maintained to record the following : <ul style="list-style-type: none"> • Date when Receipt Books are ordered and received. • Serial numbers of each Book (e.g. 2301 – 2350). • Name of teacher / staff issued with a Receipt Book. • Date of issue. • Date the Receipt Book is returned to Treasurer (indicating any unused serial number).



Principles	Description
<p>Payments</p>	<ul style="list-style-type: none"> ▪ All disbursements should be approved by the Executive Committee. ▪ All payments should be supported by relevant documents such as invoice, delivery note, order form, etc. ▪ A Payment Voucher should be prepared for all payments completed and should be signed by the payee. A model of a payment voucher is provided at <i>Annex II</i>. ▪ All invoices should be stamped “PAID” to avoid double payment. ▪ All payments should be appropriately recorded in the Cash Book and should provide details of payment voucher. ▪ Disbursement should be limited to the prescribed amount specified in the Regulations and Legislations.
<p>Payments by cheques</p>	<ul style="list-style-type: none"> ▪ Cheques should be used sequentially and accounted for. ▪ Pertinent information must be recorded on the cheque stubs. ▪ All cheques should be signed by both the President and the Treasurer. ▪ Specimen signatures of the President and the Treasurer should be made available to the bank. ▪ All supporting documents and invoices should be presented to the cheque signatories before cheques are signed. ▪ Access to blank cheques and signature stamps, if used, should be restricted to avoid unauthorized use. ▪ Post-dated cheques should be strictly forbidden. ▪ Cheques must not be signed in advance. ▪ All cheques should be drawn on the payee’s name and should be crossed ▪ In case a cheque is spoilt, it should be marked “VOID” or “CANCELLED”. ▪ The cancelled cheque should be retained and attached to the counterfoil for future reference and audit purposes. ▪ Cheques should be dispatched promptly to the beneficiaries. ▪ Payments should be recorded promptly in cash book.



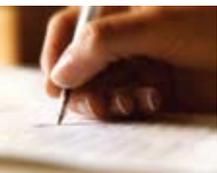
Accounting and Recording - Petty Cash

Principles	Description
Petty Expenses	<ul style="list-style-type: none">▪ The treasurer who is responsible for the petty cash system should ensure the following;<ul style="list-style-type: none">• A Petty Cash Book should be maintained to record all petty expenses.• The Executive Committee should ensure that the prescribed amount and the maximum of a single petty cash transaction properly comply with the regulations.• Cash should be kept under lock at all times. The keys should always be in the possession of the holder of petty cash.• Payments made through petty cash should be supported by receipts or other documents to evidence the transaction.• The imprest holder should not mix his own cash with the petty cash at any time.



Accounting and Recording - Banking

Principles	Description
General	<ul style="list-style-type: none"> All cash collections should be banked promptly in order to minimise risk of theft. Money should be kept under lock at all times.
Bank Accounts	<ul style="list-style-type: none"> All payments should be effected through a bank current account in the name of the PTA.
Deposits	<ul style="list-style-type: none"> The Treasurer should never offset any payment out of cash received. Banking should be effected once or twice on a daily basis depending on amounts collected.
Returned Cheques	<ul style="list-style-type: none"> There should be proper follow up of returned cheques. The re-deposit should be made on a separate paying-in slip. In case of repeated return cheques, the Treasurer should initiate appropriate action to recover the amount in cash. Where it is determined that the returned cheque is unrecoverable, the amount should be reversed in the Cash Book so that it reflects the appropriate bank balance.
Bank Reconciliation	<ul style="list-style-type: none"> The Cash Book should be reconciled on a monthly basis with the bank statements. A model of Bank Reconciliation is provided at Annex III. All unknown receipts and expenses should be promptly enquired. All long outstanding unpresented cheques should be enquired and <i>stop payment notice</i> issued when deemed necessary.



Accounting and Recording - Record Management

Principles	Description
<p>Record Management</p>	<ul style="list-style-type: none"> ▪ A clear policy should be developed for proper record management to help PTA's office bearers know their responsibility as far as documents and records are concerned. The following should be ensured: <ul style="list-style-type: none"> • Responsibilities are clearly assigned for filing, recording, custody, accessibility etc. • Procedures and guidelines should be established. • Access to documents must be well-structured. • Proper filing and referencing for easy retrieval. • Archiving policy should be in line with Regulations. • Proper safekeeping of files and documents. • Records should bear the appropriate signatures. ▪ Policies and procedures can be documented in the form of a checklist and handed over to newly elected office bearers.
<p>Retention of Documents</p>	<ul style="list-style-type: none"> ▪ Records and documents should be retained for a period of not less than three years for reference and audit purposes. These include: minutes of meetings, vouchers, receipts, correspondence and other documents relating to the affairs of the Association (Section 24 of The Registration of Associations Act 1982). ▪ These records and documents should be available for inspection at all times by representatives of the Registry of Associations and the oversight mechanisms (e.g. Audit).



Acquisition and Handing-Over of Fixed Assets

Principles	Description
<p>Acquisition of Fixed Assets</p>	<ul style="list-style-type: none"> ▪ Fixed assets are usually purchased by the PTA and handed over to the school management. ▪ Purchases of fixed assets should be authorised and approved by the Executive Committee. ▪ It is recommended that a quotation system based on principles of fair competition be used for the purchase of fixed assets.
<p>Handing Over of Assets to Management of School</p>	<ul style="list-style-type: none"> ▪ Assets handed over to management of schools are considered as Government properties (Government Primary Schools and State Secondary Schools). ▪ The PTAs should ensure that a proper handing over procedure is in place for assets remitted. ▪ A Handing-Over Certificate should be filled in for all assets remitted. A model of the Handing-Over Certificate is provided at Annex IV. ▪ The responsibility for the proper utilization, safekeeping, inventory and disposal of such assets rests with management of the schools.



Handing Over to New Office Bearers

Principles	Description
<p>General</p>	<ul style="list-style-type: none"> ▪ The proper handing over of books and records to new office bearers is essential as it brings more accountability and transparency in the management of the PTA. This also ensures proper continuity in the affairs of the PTA and also encourages more trust among the different stakeholders.
<p>Change in Office Bearers</p>	<ul style="list-style-type: none"> ▪ Where there is a change in the composition of the Executive Committee, a proper handing over should be carried out for: <ul style="list-style-type: none"> • Executive Committee Papers and Minutes of Proceedings. • Cash in hand and petty cash. • Outstanding payments/receipts. • Cash Book and Petty Cash book. • Stock Book for the Receipt Books. • Cheque Books. • Outstanding projects. ▪ A model of the Handing Over Certificate is provided at <i>Annex V</i>.
<p>Responsibilities of Outgoing Treasurer</p>	<ul style="list-style-type: none"> ▪ The outgoing Treasurer should: <ul style="list-style-type: none"> • Ensure that the Cash Book, the Petty Cash Book and the Bank Reconciliation Statement are updated before they are handed over to the incoming Treasurer. • Hand over any cheques issued but not yet dispatched to the bearer to the incoming Treasurer. • Hand over any cheques or returned cheques not yet banked to the incoming Treasurer. • Hand over the old and present cheque books and receipt books together with the stock book for the Receipt Books to the incoming Treasurer.



Principles	Description
<p>Responsibilities of Incoming Treasurer</p>	<ul style="list-style-type: none"> ▪ The incoming Treasurer should: <ul style="list-style-type: none"> • Verify the number of the last cheque recorded in the Cash Book with that of the last cheque number issued from the cheque book to ensure that the Cash Book has been updated from the payment side. • Verify the last receipt number issued from the receipt book with that of the last receipt number recorded on the receipt side of the cash book to ensure that the Cash Book has been updated. • Cross-verify the closing bank balance of the Cash Book with the figure representing the bank balance as per cash book on the last bank reconciliation statement to ensure correctness of the reconciliation. • Verify whether cheques issued but not yet dispatched to bearers remitted to him by the outgoing Treasurer are included in the bank reconciliation statement. • Verify whether cheques received but not yet presented to bank remitted to him by the outgoing Treasurer are included in the bank reconciliation statement. • Ensure that cancelled cheques are retained and attached to the counterfoil. • Count the amount of cash remitted to him by the outgoing Treasurer before signing the Handover Certificate.

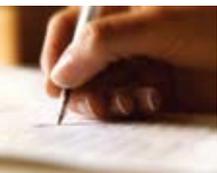


Financing Activities

Principles	Description
<p>General</p>	<ul style="list-style-type: none"> ▪ Handling of PTA funds entails responsibilities which covers collections, custody and records of proceeds. This requires procedural compliance and adherence to good practices. ▪ The Treasurer should ensure that all collections from whatever source are accounted for and banked promptly. ▪ PTAs should ensure that the grants are used for the purposes for which they are intended.
<p>Application for Grant</p>	<ul style="list-style-type: none"> ▪ PTAs should: <ul style="list-style-type: none"> • observe all rules, procedures and criteria set in the application for grant. • send their application to the Ministry of Education and HR or to the PSSA within the prescribed time. • ensure that application forms are properly completed and are supported by all documentary evidences.
<p>Membership Fees</p>	<ul style="list-style-type: none"> ▪ Teachers or other persons who are involved in the collection of membership fees should observe the following: <ul style="list-style-type: none"> • They are accountable for all pre-numbered receipts, including voided ones, issued to them by the Treasurer. • All voided receipts (original and duplicate) should be marked “Cancelled” and should be kept in the receipt counterfoil. • The pre-numbered receipt should mention the name of the payer, the date and amount remitted. • They should ascertain that the correct amounts are collected. • Total daily collections should be counted and reconciled with the daily total as per the receipts issued on that specific day.



Principles	Description
<p>Membership Fees (continued)</p>	<ul style="list-style-type: none"> • Discrepancies should be investigated upon and reported to the Treasurer. • All revenue collections should be promptly remitted to the Treasurer and a receipt issued to the remitter accordingly. ▪ The Treasurer should exercise control over Receipts Books issued to those involved in the collection of membership fees.
<p>Fund-raising Activities-General</p>	<ul style="list-style-type: none"> ▪ All fund-raising activities of the fundraising should be conducted in a transparent and accountable manner. Management of PTAs should establish clear procedures to monitor such activities including the following: <ul style="list-style-type: none"> • All fund-raising activities or events should have the prior authorisation of relevant authorities namely the Gambling Regulatory Authority, the Police Commissioner and the Zonal Directorate. • All fund-raising activities or events and related expenditure must be approved by the Executive Committee. • Responsibilities should be clearly assigned to all persons involved in the event. • Money collected should be accounted for and kept under the custody of the Treasurer and should be promptly banked. • Proper follow-up should be made for uncollected amounts. • As far as possible, expenses should not be paid from the receipts. • The Executive Committee should ensure that fund raised for an activity is used for its intended purposes. • All documents with respect to any fund-raising activity should bear the PTA's name and logo.



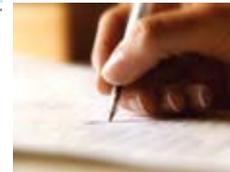
Principles	Description
<p>Fund-raising Activities – General (continued)</p>	<ul style="list-style-type: none"> ▪ Disbursement should be made by the Treasurer and details of all expenses and relevant documentation should be kept by him. He should ensure that persons responsible for fund-raising are provided with an original copy of a Fundraiser Summary Report to record details such as name of fundraiser, date and purpose of the fund-raising activity, details of collections, total expenses and the total fundraiser surplus. A model of such report is provided at Annex VI. ▪ The Report together with the amount collected should be remitted to the Treasurer within the least possible delay and recorded accordingly.
<p>Fund-raising Activities (Beverages and cake/food selling)</p>	<ul style="list-style-type: none"> ▪ Proceeds arising from this activity should be counted at regular intervals during the day by the Treasurer or his assistant or any other person designated by the Executive Committee in the presence of the fundraiser. ▪ The Treasurer should acknowledge receipt of the report and record the amount collected for the activity prior to the issue of the receipt.
<p>Fund-raising Activities - Tombola</p>	<ul style="list-style-type: none"> ▪ This activity involves selling of tickets within or outside the school and the drawing of lots to determine the winner. A proper control should be exercised over the issue and sales of tickets. This can be achieved by the following: <ul style="list-style-type: none"> • All tickets should be serially numbered. • The Treasurer should have a list of designated persons who have been assigned the responsibility of ticket-selling together with all ticket books issued to them.



Principles	Description
<p>Fund-raising Activities - Tombola (continued)</p>	<ul style="list-style-type: none"> • The ticket seller should fill in a Ticket Reconciliation Form to record all sold and unsold tickets and amount collected. A model of the Ticket Reconciliation Form is provided at Annex VII. • The total amount collected together with the signed Ticket Reconciliation Form and all ticket counterfoils should be remitted to the Treasurer who should then issue an official receipt to the ticket seller. • Any discrepancy between the Ticket Reconciliation Form and cash remitted should be notified in writing to the Executive Committee for necessary actions.
<p>Fund Raising Activities - Rental of School Canteen</p>	<p style="text-align: center;">General</p> <ul style="list-style-type: none"> ▪ Canteens are often operated in school premises for selling of food items. In this respect, a Canteen Committee is normally set up to oversee the good functioning of the canteen and also to ensure that the canteen holder does not sell prohibited food. <p style="text-align: center;">Contract for the operation of the School Canteen</p> <ul style="list-style-type: none"> ▪ There should always be a written contract between the PTA and the canteen holder for the rental of the school canteen. ▪ A list of major terms and conditions which should be considered in the contract agreement is provided at Annex VIII. <p style="text-align: center;">Allocation of Contract - Open Bidding</p> <ul style="list-style-type: none"> ▪ As far as possible, PTAs should choose the open bidding method for the selection of their tenant to operate their canteen. The bidding and allocation processes should essentially include the following: <ul style="list-style-type: none"> • Pre-determined eligibility criteria for the selection of the tenant. • Publication of a Tender Notice in a national newspaper. • Application by bidders through a prescribed bidding form.



Principles	Description
<p>Fund Raising Activities -Rental of School Canteen (continued)</p>	<ul style="list-style-type: none"> • Determination of a closing date for the submission of the bid documents. • Rejection of late submission of bids. • Bids evaluation by the Canteen Committee. • Conduct of interviews of bidders by the Canteen Committee. • Verification for a valid trade licence, a clearance certificate from the Ministry of Health and Quality of Life and other relevant clearances and certificates from the bidder. • Submission of an evaluation report by the Canteen Committee to the Executive Committee. • Approval or rejection of the recommendation of the selected tenant by the Executive Committee. • Contract agreement between the PTA and the tenant. <p>▪ A model of the Bid Documents is provided at <i>Annex IX</i>.</p> <p style="text-align: center;">Monthly Rent</p> <ul style="list-style-type: none"> ▪ The Treasurer should: <ul style="list-style-type: none"> • Issue a receipt to the canteen holder on payment of the monthly rent. • Promptly record the payment of the rent in the cash book. • Promptly report all outstanding rent not yet paid by the canteen holder to the Executive Committee. • Be responsible for the follow-up and recovery of all outstanding rent not yet paid by the canteen holder. • Ensure that the tenant pays the full amount of the rent without any offsetting against, for example, the costs of repairs. ▪ A pre-determined rent should be agreed by both the canteen holder and the Canteen Committee in cases of slow down of business activity of the canteen during school holidays.



Principles	Description
<p>Fund Raising Activities -Rental of School Canteen (continued)</p>	<p style="text-align: center;">Sale of Prohibited Food</p> <ul style="list-style-type: none"> ▪ The Canteen Committee should ensure that the canteen holder complies with the regulations of the Food Act and guidelines issued by the Ministry of Health and Quality of Life. ▪ The Head of the school together with the President of the PTA should on a regular basis perform inspections on the quality of the canteen food. The assistance of a Health Inspector should be sought whenever necessary. ▪ Cases of sale of prohibited food should be immediately reported to the nearest Health Office of the Ministry of Health and Quality of Life as well as to the Zonal Directorate of the Ministry of Education and Human Resources.
<p>Fund Raising Activities - Hawkers</p>	<p style="text-align: center;">General</p> <ul style="list-style-type: none"> ▪ Hawkers are often allowed to operate on the school premises. A daily charge is usually claimed from hawkers for the grant of access to the school premises. The administration of hawkers falls under the responsibility of PTAs. <p style="text-align: center;">Management of Hawkers</p> <ul style="list-style-type: none"> ▪ The Executive Committee should: <ul style="list-style-type: none"> • Determine the number of hawkers who will be allowed to operate within the school's premises and fix the fees to be charged to hawkers before the start of each school year. • Select hawkers on the basis of pre-determined set of criteria and the conduct of interviews.



Principles	Description
<p>Fund Raising Activities - Hawkers (continued)</p>	<ul style="list-style-type: none"> ▪ The Treasurer should be responsible to: <ul style="list-style-type: none"> • Issue a receipt for every payment made by the hawker. • Keep a Hawker Fund Book to record all fees received from each hawker during the financial year. • Promptly update the cash book when fees are received from the hawkers. • Promptly report to the Executive Committee any outstanding amounts not yet paid by the Hawkers. • Ensure proper follow-up and recovery of outstanding amounts not yet paid by Hawkers. ▪ The Head of School together with the President of the PTA should on a regular basis inspect the sale of hawker's food for prohibited items. ▪ The Head of School should immediately take remedial actions in cases of sale of prohibited food by hawkers.



Procurement of Goods & Services

Principles	Description
<p>General</p>	<ul style="list-style-type: none"> ▪ PTA should observe a sound procurement mechanism aimed at encouraging fair and competitive dealings in the acquisition of various goods and services such as computer equipment, stationery, construction, additions or renovations of buildings and the management of school canteen. ▪ The Executive Committee should decide on the threshold warranting adherence to the detailed procedures highlighted under this section. (See detail on Quotation at page 17).
<p>Identification of projects</p>	<ul style="list-style-type: none"> ▪ Projects identified should be supported by a plan which, inter-alia, covers the following: <ul style="list-style-type: none"> • Scope of work. • Funds availability. • Estimated cost / Project value. • Duration of project. • Approval of PTA Executive Committee and Parent Ministry.
<p>Authorisation</p>	<ul style="list-style-type: none"> ▪ As far as possible, all purchases must be in accordance with the estimated forecast approved in the Annual General Meeting. ▪ All requisitions for purchases should be properly approved by the Executive Committee and recorded in the Minutes of Proceedings.



Principles	Description
<p>Award of contract</p>	<ul style="list-style-type: none"> ▪ A binding agreement in the form of a contract or detailed Letter of Award should be drawn and signed by both the President of the PTA or a designated member of the Executive Committee and the supplier. The agreement should include the following details: <ul style="list-style-type: none"> • Project cost. • Delivery date. • Schedule of Payment. • Maintenance Agreement. • Procedures in cases of non-compliance to terms and conditions by suppliers/contractors. • Any penalty clause (where applicable). • Performance Bond (where applicable). ▪ A model of a Letter of Award is provided at Annex X.
<p>Payment</p>	<ul style="list-style-type: none"> ▪ The Executive Committee should approve all payments prior to release of funds. ▪ All payments should be supported by invoices/claims duly certified and should be effected after satisfactory delivery in terms of quantity and quality. <p>Important Note:</p> <ul style="list-style-type: none"> ▪ Payments already effected and which are subsequently refunded by the Parent Ministry, especially in cases of payments to bakeries, should be as per the terms and conditions of contract.



Principles	Description
<p>Monitoring Mechanism</p>	<ul style="list-style-type: none"> ▪ The monitoring mechanism should ensure that goods supplied or services rendered are as per contract specifications and meet the quality requirements. The following should be ensured: <ul style="list-style-type: none"> • All technical specifications and relevant clearances should be met. • The Canteen Committee should ensure that the Canteen holder renew his licence promptly. • The PTA should ensure that the vendor is selling products which are clearly laid out in his permit. • The products sold should be regularly checked to ensure that they are according to health and safety standards. ▪ Goods delivered should be as per specifications and should include in case of equipment all accessories/spare parts and manual of procedures. Any discrepancy should be noted and reported to the supplier. <p>Important Note:</p> <ul style="list-style-type: none"> ▪ Any member of the Committee whose relatives have submitted a bid/ quotation should decline from participating in the decision making process and should declare in writing his/her conflict of interests (Section 13 of The Prevention of Corruption Act 2002). A model of a Conflict of Interests Declaration Form is provided at <i>Annex XI</i>.



Quotation System

Principles	Description
General	<ul style="list-style-type: none"> ▪ A Quotation System aims at ensuring that the best deal is obtained through competitive offers. ▪ Clear procurement procedures should be developed by the Executive Committee. The procedure should give clear guidance on the different areas such as number and choice of suppliers, receipt of quotations, evaluation and approval of quotations.
Authorisation	<ul style="list-style-type: none"> ▪ The authorisation of the Executive Committee should be obtained prior to launching of quotations.
Suppliers	<ul style="list-style-type: none"> ▪ Criteria for the selection of suppliers should be established in order to avoid purchases from related parties or purchases of sub-standard goods. ▪ Name of suppliers who will be invited to quote should be approved by the Executive Committee as far as possible. ▪ At least 3 bidders should be invited to participate in the exercise.
Confidentiality	<ul style="list-style-type: none"> ▪ Leakage of information prior to launching or receipt of quotation can result in unfair competition. To avoid this situation the following should be observed: <ul style="list-style-type: none"> • Inside information must not be disclosed to any supplier. • All quotations received should be kept secure and confidential before the Executive Committee takes a decision. • Information must not be distorted to favour a particular supplier. ▪ A model of a quotation form is provided at <i>Annex XII</i>.



Principles	Description
<p>Evaluation Process</p>	<ul style="list-style-type: none"> ▪ The Executive Committee should set up an Evaluation Committee comprising of at least three members. ▪ At least one member of the Evaluation Committee should have sufficient knowledge on the goods or services to be procured. ▪ Whenever a member of the Executive Committee forms part of the Evaluation Committee, the member should not participate in the deliberation for the procurement of the goods or services during the Executive Committee meeting. ▪ The Evaluation Committee members should submit to the Executive Committee an evaluation report which should include among others the recommendation of the selected bidder together with appropriate justification. ▪ The Executive Committee should authorize the procurement of any goods or services for the PTA. ▪ The following should be observed in the evaluation and selection process: <ul style="list-style-type: none"> • The quotations received should be compared with market prices. • In cases where the lowest bidder is not accepted, the reasons for its non-acceptance should be clearly included in the evaluation report. • No negotiation of prices with suppliers should be carried out during the process of evaluation. • If necessary, before selecting a supplier, negotiations could be carried out by at least 2 members.



Auditing

Principles	Description
<p>General</p>	<ul style="list-style-type: none"> ▪ An Audit expresses an independent opinion on the state of affairs and provides an oversight mechanism on the effective and efficient management of activities, safeguard of assets and resources, completeness and accuracy of records and compliance to Regulations/Legislations. An Audit also helps to detect and prevent fraud, corruption and other malpractices.
<p>Appointment of an Auditor</p>	<ul style="list-style-type: none"> ▪ The Auditor should be a person with sufficient audit knowledge. ▪ The Auditor should be appointed by the Annual General Meeting. ▪ On appointment the Auditor should sign a Confidentiality Agreement.
<p>Role of the Auditor</p>	<ul style="list-style-type: none"> ▪ The Auditor should examine the books and records in the custody of the Treasurer at regular intervals during the financial year. ▪ The Auditor should consider during his audit whether: <ul style="list-style-type: none"> • The Treasurer has kept proper accounting records. • The PTA's income and expenditure account and its statement of affairs agree with the underlying accounting records. • The PTA has complied with the relevant legislations and regulations. ▪ At end of the financial year the Auditor should issue a Management Letter to the Executive Committee if he identifies loopholes in the systems during the audit.



Principles	Description
<p>Role of the Auditor (continued)</p>	<ul style="list-style-type: none"> ▪ The Management Letter should contain not only the list of weaknesses identified in the systems but also their respective recommendations. ▪ At end of the financial year the Auditor should issue an audit report to the Executive Committee.
<p>Role of the Executive Committee</p>	<ul style="list-style-type: none"> ▪ The Executive Committee should ensure that there is no restriction of access to information to the External Auditor. ▪ The Executive Committee should provide a written response to the audit findings. ▪ The response should represent the Executive Committee's plans for necessary corrective actions to be undertaken and amendments to be brought based on the findings. ▪ The Executive Committee should set a timeframe for responding to the findings of an audit and to take remedial actions.



Submission of Annual Returns

Principles	Description
General	<ul style="list-style-type: none">▪ Each Association has a statutory duty to prepare and submit to the Registry of Associations an annual return not later than three months after accounting period in respect of its activities for the preceding year.
Submission of Annual Returns To Registry of Associations	<ul style="list-style-type: none">▪ The Registry of Associations is the regulatory body responsible to oversee the proper functioning of Parent Teachers' Associations.▪ The PTA should not later than three months after the end of Financial Year and after approval of the Annual General Meeting, submit to the Registry of Associations certified copies of the:<ul style="list-style-type: none">• Statement of Receipts and Payments and• Statement of Assets and Liabilities of the Association.▪ The Registry of Associations has the prerogative to effect site visits to PTAs and may request information from the Executive Committee for any clarification and explanation that are deemed necessary.



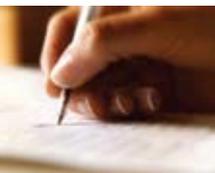
ANNEX II: MODEL PAYMENT VOUCHER

Name of Association				
				PV No: <i>(Payment voucher serial Number)</i>
Date:				
Paid To: <i>(Name of person/organisation receiving payments)</i>				
Address: <i>(Address of person/organisation receiving payments)</i>			Tel No:	
Payment Mode				
<input type="checkbox"/> Cash				
<input type="checkbox"/> Cheque				
Cheque Number:				
Invoice No	Invoice Date	Description of Goods/Services	Quantity	Amount
Committee Approval Reference:				
Prepared By:	Examined By:	Authorised By:		
<i>Signature</i>	<i>Signature</i>	<i>Signature</i>		
<i>Name</i>	<i>Name</i>	<i>Name</i>		



ANNEX III: MODEL BANK RECONCILIATION STATEMENT

BANK RECONCILIATION	
Balance per bank statement	XX
Add Deposits in transit (Cheques paid in, recorded in the cash book but not yet credited to the account by the bank).	XX
	XX
Less Outstanding Cheques (Cheques paid by PTA but not yet presented to the PTA's bank for settlement).	(XX)
Balance per cash book	XX



ANNEX VI: MODEL FUND - RAISING SUMMARY REPORT

FUND RAISING SUMMARY REPORT (page 1 of 2)

Fund-raising Activity

Fund/Account Name

Sponsor

Date(s) of Fundraising

Authorized Purpose

Total Collections Rs

Less: Total Expenses Rs

(icw the Fundraising activity)

Surplus

Expenses incurred from the Surplus (from page 2)

(list attached)

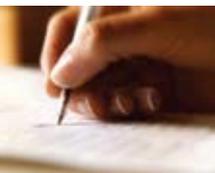
* Difference

* If the amount spent is less than the profit, please provide explanation and intended disposition of balance.

Completed by Date

Reviewed by Date

Authorised by Date



ANNEX VII: MODEL TICKET RECONCILIATION FORM

TICKET RECONCILIATION FORM					
Date		Type of event _____			
STUDENT TICKETS	Ticket colour _____		Sale price Rs _____		
	<u>Roll Ending No.</u>	<u>Roll Beginning No.</u>			
After sales	*1	*2			
Before sales		*3			
Difference		*4	x Rs _____ = Rs _____	sales	
ADULT TICKETS	Ticket colour _____		Sale price Rs _____		
	<u>Roll Ending No.</u>	<u>Roll Beginning No.</u>			
After sales					
Before sales					
Difference			x Rs _____ = Rs _____	sales	
RESERVE TICKETS	Ticket colour _____		Sale price Rs _____		
	<u>Roll Ending No.</u>	<u>Roll Beginning No.</u>			
After sales					
Before sales					
Difference			x Rs _____ = Rs _____	sales	
BEGINNING CHANGE FUND					
Rs 100.00	_____		Total	Rs	_____
Rs 50.00	_____		Total	Rs	_____
Rs 25.00	_____		Total	Rs	_____
Rs 10.00	_____		Total	Rs	_____
Rs 5.00	_____		Total	Rs	_____
Rs 1.00	_____		Total	Rs	_____
			Total Change Fund	Rs	_____



ANNEX VII: MODEL TICKET RECONCILIATION FORM (Contd)

I certify that I checked the ticket colour, beginning number, ending number and the change fund of this ticket seller box and found it to be correct as listed above.

_____		_____	
Signature of Designee		Signature of Ticket Seller	
Beginning change fund	Rs	_____	
Total ticket sales	Rs	_____	
Total due in ticket sales box	Rs	_____	
Total in ticket sales box	Rs	_____	
BOX OVER or (SHORT)	Rs	_____	
I certify that I checked the AFTER SALES beginning and ending number of remaining tickets and collections from this ticket box and found it to be correct as listed above.			
_____		_____	
Signature of Designee		Signature of Ticket Seller	

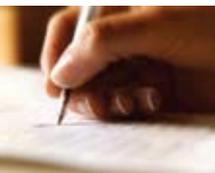
Note:

***1** Serial Number of last ticket sold

***2** The next Serial Number following the last ticket sold

***3** Serial Number of the first ticket available for sale

4** Total number of tickets sold (2 - *3**)



ANNEX VIII: PROPOSED TERMS AND CONDITIONS FOR THE SCHOOL CANTEEN RENTAL CONTRACT

The School Canteen Rental Contract	
Major Terms and Conditions to be included in the contract	
Terms & Conditions	Guidelines
1. Duration of Contract	<ul style="list-style-type: none"> The duration of the term of the contract should be clearly specified in the contract.
2. Transferability of the contract	<ul style="list-style-type: none"> The contract should not be transferable to a third party. The canteen holder should not be allowed to sublet the canteen to any other party.
3. Termination of the contract	<ul style="list-style-type: none"> Both parties to the contract should be able to terminate the contract after giving an advance notice to the other party. The advance notice could be extendable by mutual agreement till alternate arrangements are made. The PTA should reserve the right to terminate the contract without giving any notice in case the canteen holder commits a breach of any of the terms of the contract.
4. Rental Charges	<ul style="list-style-type: none"> The monthly rental charges should be included in the contract together with the latest date of payment to be effected for each month. The floor area of the canteen should be stipulated in the contract.
5. Compliance to regulations of the Food Act and guidelines of the Ministry of Health and Quality of Life	<ul style="list-style-type: none"> The contract should make it clear that any non-compliance to the regulations of the Food Act and the guidelines of the Ministry of Health and Quality of Life will result in the termination of the contract without any advance notice if remedial actions are not promptly taken.
6. Competition between canteen holders	<ul style="list-style-type: none"> Where applicable, the contract should stipulate that a fair competition should prevail between canteen holders when operating within the same school for the sale of foodstuffs.



ANNEX IX: MODEL BID DOCUMENTS

**TENDER DOCUMENTS
FOR PROVIDING
CANTEEN SERVICES AT
[Name of School of the PTA]
PARENTS TEACHERS ASSOCIATION (PTA)**

Location:

Period:

Assistance:

Lodgement of Tenders:

Closing time and date:

Delivery and postal address:



TERMS AND CONDITIONS

1. Please read the Terms & Conditions carefully before filling up the document. Incomplete Tender Documents will be rejected.
2. All pages of the Tender Document must be signed by the authorized signatory.
3. The PTA reserves the right to obtain feedback from the previous/present clients of the Tenderer and also to inspect the site(s) at present contract(s) for on the-spot first hand information regarding the quality of food and services provided by the Tenderer.
4. The decision of the PTA with regard to award of the contract will depend upon the feedback received by it from the previous/ and present clients. The decision of the PTA in this regard will be final and binding on all bidders.
5. The Tender shall be submitted in the PTA's official tender form only. If submitted in any other manner, the same shall be summarily rejected. No bidder shall be issued more than one Tender Form.
6. No paper shall be detached from the Tender Document.
7. The person signing the bid or other documents connected with the tender must clearly write his/her name and also specify the capacity in which he is signing.
8. The PTA reserves the right to reject any or all the tenders without assigning any reason.
9. The eligibility conditions for the evaluation of the bids include:
 - The number of years the applicant have been in the catering business.
 - The experience of the applicant in the catering services.
 - The degree of compliance with the tender terms and conditions.
10. The PTA will award the contract to the bidder who successfully meets all the eligibility criteria.
11. The successful bidder will have to enter into an agreement with the PTA before taking charge of the Canteen and commencement of the canteen work.



Offer for Running of School Canteen

S.No	List of Details	Information to be Provided by Bidder
1.	Name of the Firm/ Individual :	
2.	Full postal Address:	
3.	Telephone No. /Mobile No.	
4.	Trade Fee Receipt No.	
5.	OFFER - Monthly Rent	
6.	Experience	
7.	Present/Past Clients	
8.	Any other details	

Signature:

Name:

Date:



ANNEX X: MODEL LETTER OF AWARD

PTA Name & Address

Date:

Name of Successful Tenderer

Address of Successful Tenderer

Contract Details

Please refer to our Tenderfor the supply/construction of and your offer dated

2. We hereby confirm to award you the contract for the supply/construction of..... for the total sum of Rs....., **inclusive of VAT** subject to specifications and conditions mentioned in the tender documents.
3. The document listed below shall be deemed to form part and be read as integral parts of the contract and shall be binding on both parties:
 - (i) The Tender Documents dated
 - (ii) your tender dated; and
 - (iii) This Letter of Award.
4. Delivery/ Completion of works shall be effected within weeks as from date of award of contract
5. Failure to deliver within time limit will be subject to liquidated damages as per the Tender document (where applicable).
4. The above items/projects should be delivered to the officer in charge of the PTA.
5. You are required to submit withindays a Performance bond (representing ...% of contract value) (where applicable)
6. Payment will be effected upon satisfactory delivery of items/completion of project.
7. Kindly confirm acceptance of this order by.....

Signature:.....

Designation:.....



ANNEX XI: MODEL CONFLICT OF INTERESTS DECLARATION FORM

CONFLICT OF INTERESTS DECLARATION	
Name and Position	
Surname: _____	
First Name: _____	
Position: _____	
Matter under consideration:	
.....	
.....	
Expected roles/duties to be performed by the employee in dealing with this matter:	
.....	
.....	
Private interests identified which have the potential to impact on the employee's ability to carry out, or be seen to carry out, their official duties impartially and in the public interest:	
.....	
.....	
The conflict of interests has been identified as an (please check the appropriate boxes):	
Actual conflict of interests <input type="checkbox"/>	Pecuniary interests <input type="checkbox"/>
Perceived conflict of interests <input type="checkbox"/>	Non-pecuniary interests <input type="checkbox"/>
Potential conflict of interest <input type="checkbox"/>	
Declaration	Acknowledgement of Receipt of Declaration
I hereby declare that the above details are correct to the best of my knowledge and I make this conflict of interests declaration in good faith.	I hereby declare that I have received and appropriately noted this conflict of interests declaration.
Name:	Name:
Signature:	Signature:
Date: / / .	Date: / / .
Statement of Resolution of Conflict of Interests	
Proposed actions to be taken to manage the conflict of interests:	
.....	
.....	
The above action will be taken to manage the conflict of interests declared by (insert declarant's name and designation).....	
Name:	Name:
Signature:	Signature:
Date:	Date:



ANNEX XII: MODEL QUOTATION FORM

Name & Addresses
Of Bidder:

.....
.....

Reply By:

Delivery Request By:
.....

Date:

Reference No. :

Return this Form to:

.....
.....

Phone/Fax No.:

Serial No.	Item	Description	Quantity	Unit Price (Rs) (VAT incl.)	Total Price (Rs) (VAT Incl.)
Total Amount (Rs)					

Total Amount in words including VAT

.....
.....

Delivery Period	I/We agree to supply the above item(s)/service as per the price quoted within days/weeks/months (delete as appropriate), from the date of acceptance of the offer.
Warranty Provided	Months from date of supply or commissioning of Goods	

Signature:	Supplier's Official Seal
Full Name of Signatory:	
Company Name:	
Date:	

Note: The supplier should provide copies of relevant brochures/catalogues or sample to permit effective evaluation of the quotation.