



# Session 10b

## Budget Management



### Objectives

By the end of the session, participants will be able to.....

- Identify the critical steps and procedures involved in the management of receipts and expenditures;
- Understand the importance budget management, and highlight some of the current issues and challenges faced in the process.



### Duration

1 + 2 hours



### Timing

0900 to 1000 hours



### Methodology

Quiz, Plenary discussion



### Material

#### Equipment

- SCORE CHART, MARKERS, TAPE, SOFT BOARD, WHITE BOARD
- Questions on VI PP cards
- Prizes for the winning team (stationery items or key chains), and token prizes (packet of sweets/suparis) for all others

Slides	Handouts (HO)	Worksheets (WS)	Reference Material (Ref)
NA	10-01 Why Budget Management 10-02 Assessing Budget Variance 10-02 Statement of Variance	10-01 Quiz - Why Budget Management	NA
Other:			
•			



## STEPS:

1. Ask the teams whether they are prepared to begin the Quiz. Most likely, participants will request for some additional time. Tell them that they may have one hour to prepare. Ask the groups to declare their 'team name', so that you may put that up on the scoreboard.
2. While the groups are busy with a final review or revision, set-up the scoreboard with group names and space for scoring. Use VI PP cards so the scoreboard can be used again by changing the cards (see sample below).
3. After one hour, have the participants return to the plenary. Ensure that the seating arrangement is such that the team members are easily able to consult each other.
4. Begin the Quiz Show by declaring the rules of the game as follows:
  - none of the team members should have any material on the table, except blank paper and pen. They may not refer to the budget rules during this exercise;
  - only the team which is asked the question may respond. If the team under query is unable to answer the question, then the team on the right will have the first opportunity to respond. If unable, then the team on that team's right will have the next chance, and so on;
  - the team whose turn it is to answer the question will obtain 5 marks if correct. The proxy team will obtain 3 bonus points, and not the original 5 marks;
  - for a few of the questions, a specific individual within the team will be selected by the facilitator to answer the question. Other team members may not respond.
5. Introduce participants to the scoreboard (given below). Tell them that the total number of questions is 15, where each team will be asked an equal number of questions. The team members will be given one minute to consult each other, at the end of which time they should respond.

	1	2	3	4	5	6	7	8	9	10
<b>Group</b>										
(1)										
(2)										
(3)										
(4)										
<b>Total</b>										

6. Make sure that the questions are articulated clearly. Give the team members adequate time to understand and respond. Keep in mind at all times the objective of the session, which is to ensure that participants become acquainted with what the rule book says about processes and procedures for the management of receipts and expenditures. After the response to each question (both correct and incorrect), process the concept with the participants, to ensure complete understanding of the rules.



7. Once all questions have been asked, have the co-trainer quickly tally the scores so that the winning team may be announced. Thank each team for their enthusiastic participation. Ask other teams to give applause to the winning team. Emphasize that even though one team has legitimately deserved prizes, in actual fact all teams have won because they have all contributed to, and been awarded with, learning. Hand out the prizes to all the members of the winning team, and give out smaller tokens of appreciation to all the other participants.
8. Conclude the session by asking participants why budget management is important. Note participants' comments on a flip chart and conclude by asking them to refer to *HO 10-01 (Why Budget Management)*. Reiterate that good budget management is essential for improved decision-making and will facilitate:
9. **Better planning and controlling:** will provide comparative data on estimated figures and actual figures. This information should be used to improve planning. Similarly the budget will demonstrate the validity of performance targets, as shown in the budget.
10. **Management of objectives:** information available from improved budgeting should be utilised to identify key objectives, to facilitate improved management of objectives. This will optimise efforts towards achieving policies and goals.
11. **Co-ordination:** the budget will be utilised to promote better coordination of on going works and among different departments or sections within departments.
12. **Performance evaluation:** the most important result of the improved budget will be availability of information useful for performance measurement and evaluation. A local government should use such information extensive to measure performance and to fix accountability for the performance.
13. **Representation of full costs and cost reduction:** the information resulting from the reformed budget will provide accurate cost data. It can be used to imbue the discipline of using full cost data in decision-making thus reducing costs.
14. **Effective reporting:** the resultant information of the improved budget system will be accurate, consistent and transparent, it can be used for effective reporting that will create credibility about the municipality amongst the citizens.
15. Remind participants of the concept of budget variance, discussed several times during the training. Highlight the significance of this simple tool for budget management. State that this tool can be used for managing both revenue and expenditure. Ask participants to refer to *HO 10-02 (Assessing Budget Variance)*. Highlight that a statement of variance can be prepared on the lines of the figure shown in *HO 10-03*. Explain that the reasons for any variance are recorded in a separate statement, with recommendations for remedial action plans as prepared by the concerned department. This should be prepared quarterly by the Accounts Officer and heads of relevant sections and presented to the Executive Officer and Council. The technique is explained in more detail in the accompanying handout.
16. Inform the participants that in future courses offered by DSP for Budget Officers, it will be possible for them to learn how to undertake such analysis.



17. Ask the participants how they liked the Quiz? activity. Explain that this was a quick way to ensure that all key concepts related to budget management have been discussed and understood.



## Why Budget Management

**Better planning and controlling:** will provide comparative data on estimated figures and actual figures. This information should be used to improve planning. Similarly the budget will demonstrate the validity of performance targets, as shown in the budget.

**Management of objectives:** information available from improved budgeting should be utilised to identify key objectives, to facilitate improved management of objectives. This will optimise efforts towards achieving policies and goals.

**Co-ordination:** the budget will be utilised to promote better coordination of on going works and among different departments or sections within departments.

**Performance evaluation:** the most important result of the improved budget will be availability of information useful for performance measurement and evaluation. A local government should use such information extensive to measure performance and to fix accountability for the performance.

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**Effective reporting:** the resultant information of the improved budget system will be accurate, consistent and transparent, it can be used for effective reporting that will create credibility about the municipality amongst the citizens.



## Variance Analysis - An Example of Cyanabad TMA Garbage Clearance and Transportation

Variance analysis is undertaken as a routine quarterly activity as part of budget management. This note explains the concept and provides 2 worked examples to illustrate the technique. The starting point in variance analysis will be to measure actual costs incurred or revenue received/ collected and then compare these with the budgeted costs and revenues to determine the level and reasons for the variances in each case. The examples below demonstrate the case of variation in solid waste costs in respect of salaries and fuel with a brief analysis of the reason and potential remedial action.

### 1. Measurement of Actual Costs

The actual cost can be collected from the annual accounting statements. The expenditure on garbage clearance and transportation for Cyanabad TMA can be located from the respective accounting head (on expenditure head)

Sector A.	General Account
Major Head	IV Public Health
Minor Head	Sanitation
Detailed head	total of (i) + (ii) relating to salary

While no separate accounting head is specified in the format for vehicle expenditure and implements purchased for sweepers, the accountant can ascertain these from the payment vouchers maintained in the accounts department. However, it is advisable to collect all the actual costs incurred as suggested below:

The following costs are revealed in Cyanabad TMA:

Salary to Staff (public health):	Rs. 3,498,000
Fuel cost on Vehicles:	Rs. 25,000
Cost of implements:	Rs. 520,000
Total cost incurred:	Rs. 4,043,000
Garbage removed:	Rs. 2,600 MT
Cost incurred:	Rs 1,555 per MT
Actual number of sweepers used	Rs. 550

### 2. Calculation of Variances

The purpose of establishing standards is to calculate the variances. Variance is the difference between the standard cost and the actual cost incurred. Accordingly variance can be arrived at as follows:

Budgeted cost of garbage clearance & transportation per MT:	Rs. 1,489
Actual cost incurred for the month:	Rs. 1,555
Variance per MT:	Rs. 63



When the actual expenditure is more than the standard cost it is called *adverse variance*. When the actual expenditure is less than the standard cost it is called *favourable variance*. As a general rule, where variance is found to be greater than plus or minus ten per cent of the standard cost, the reasons for the variance should be investigated.

### 3. Analysis of Variances

The adverse variance may be caused by any or all of the elements of cost relating to garbage collection and transportation. The analysis should be done individually and is explained below:

#### Salary

In Cyanabad TMA, the total variance in salary associated with garbage collection and transportation is Rs.145,000. There are two possible causes - the number of employees during the month or the salary paid to the employees. In the present case this can be analysed as follows:

Standard labour (number):	521
Actual labour used (number):	550
Variance:	- 29 (adverse)
Standard salary:	Rs. 5,000
Total Variance:	Rs. 145,000

From the pay particulars the accountant can compare the standard wages and the actual wages per month. In this case, it is assumed that there is no variance between standard wages and actual wages. It can be seen that the total variance is the result of extra sweepers hired during the month. In this case it would be the task of the Sanitary Officer (SO) to find out why the extra staff were hired. For example, 29 sweepers may have been on leave taking leave. After the causes of salary variance have been understood, the SO can place a recommendation before the Executive Officer of actions to address the issue. In this example, recommendations may be made to motivate the full time employees to ensure better attendance. Subsequent to approval by the EO changes should be undertaken and then monitored and reported on.

#### Fuel expenditure

In respect of fuel expenditure on vehicles, the total variance in Cyanabad TMA associated with garbage collection and transportation is Rs.4,200. This may be the result of low mileage of vehicles resulting in an increase in consumption of fuel or an increase in the price of fuel.

Standard quantity of fuel per month:	1,040 litres
Actual fuel used for the month:	1,250 litres
Variance:	210 litres (adverse)
Standard price per litres of fuel:	Rs.20
Total Variance:	Rs.4,200



The analysis shows that an additional 210 litres of fuel per month is being used; but the reason has to be established. For example, the mileage may not be standard, 10 km per litres of fuel, for all vehicles. This should be verified by scrutinising the logbook maintained for each vehicle. As for the analysis of salary variance, once the reasons for expenditure variance have been understood, the SO should place a recommendation before the EO of actions to address the issue. In this example, this might be a recommendation to carry out repairs or to purchase a new vehicle. Subsequent to approval by the EO, changes should be undertaken and then monitored and reported on.



**Figure 1**  
**Variance Statement Format**  
**Budget Format Sheet**

Variance Statement of Cyanabad Local Government for second quarter 2010

Head of account	Budget estimate (current year)	Revised estimate (current year)	Estimated Surplus (current year)	Budget estimate for the quarter	Actuals for the quarter	Variance
1	2	3	4	5	6	7
Revenue income						
Revenue Expenditure						
Capital income						
Capital expenditure						

Attach separate report explaining the reason for variances and proposed remedial action



## Quiz - Budget Management

1. Why should Local Government manage their expenditure?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

2. What are the prerequisites for incurring expenditure from public funds?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

3. Please respond to the following case scenario :

Irregular payment was made by a DDO in 2002. The concerned DDO subsequently died in 2003. The irregularity was pointed out during the audit for FY 2002 and the Auditor recorded an audit observation.

Under the Budget Rules 2003, who is responsible for the irregular payment? Also inform from whom the recovery will be made?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

4. Please state whether the following statement is true or false?

In case of any reduction in budget necessitated by lower than expected receipts the Nazim shall convene a meeting of the Budget and Development Committee and decide the requisite reduction in respect of any one or more heads of expenditure, keeping in view the priorities set by the Council. Such revisions shall require approval of the Council.

Answer: \_\_\_\_\_  
 \_\_\_\_\_

5. Under the Budget Rules how disbursements should be recorded?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

6. Fill in the Blanks:

- A DDO must ensure that the bill indicates complete \_\_\_\_\_.
- He must also ensure that \_\_\_\_\_ in the detailed object head.

7. What do you understand by the term Reconciliation of expenditure?

Answer: \_\_\_\_\_  
 \_\_\_\_\_



8. List the officers responsible for reconciliation of expenditure under the Budget Rules

Answer: \_\_\_\_\_  
 \_\_\_\_\_

9. On a report sent by Finance and Budget Officer on 22 October, the District Accounts Officer stopped passing bills of a DDO? What do you think is the possible reason for this action of DAO?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

10. Fill in the blanks;

- The Drawing and Disbursing Officer (DDO) shall provide a reconciled statement of expenditure not later than \_\_\_\_\_.
- The Head of Offices shall forward the consolidated statement of expenditure to the Finance and Budget Officer, so as to reach him by the \_\_\_\_\_.
- DAO can stop passing bills of DAO if the reconciliation of expenditure statement is not submitted to F&B Office by \_\_\_\_\_.

11. What is the purpose of following forms?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

12. On an application for remission of Sign Board Tax, the Collecting Officer, remits the amount? Is the action of Collecting Officer justified in the light of Budget Rules?

Answer: \_\_\_\_\_  
 \_\_\_\_\_

13. Fill in the blanks:

- (1) The Collecting Officers shall furnish monthly reconciled statements of actual collections under the heads for which they are responsible to the Head of Offices in Forms BM-3 and BM-4 \_\_\_\_\_ day of the month following the month to which the statement relates.
- (2) The Head of Offices shall consolidate the figures received from different Collecting Officers and shall forward the same to the Finance and Budget Officer by the \_\_\_\_\_ day of the month following the month to which the statement relates.
- (1) The Collecting Officers shall reconcile his figures with the record maintained by the Accounts Officer by \_\_\_\_\_ day of the month following the month to which the statement relate.



14 What is the purpose of following forms:

(i) BM-3 - Monthly Statement of Receipts; and

\_\_\_\_\_

(ii) BM-4 - Monthly Reconciliation of Receipts.

\_\_\_\_\_

15. What are functions of Accounts Committee under the Budget Rules?

Answer:

\_\_\_\_\_

\_\_\_\_\_



## Solution - Budget Management

### 1. Why should Local Government manage their expenditure?

**Answer:**

- (i) To ensure effective implementation of budget.
- (ii) To ensure that authorized budget allocations are expended in conformity with the Schedule of Authorized Expenditure;
- (iii) To make necessary adjustments in the budget according to changing environment

### 2. What are the prerequisites for incurring expenditure from public funds?

**Answer:**

1. there must be an appropriation of funds for the purpose; and
2. there must be sanction of an authority competent to sanction expenditure.

### 3. Please respond to the following case scenario :

Irregular payment was made by a DDO in 2002. The concerned DDO subsequently died in 2003. The irregularity was pointed out during the audit for FY 2002 and the Auditor recorded an audit observation.

Under the Budget Rules 2003, who is responsible for the irregular payment? Also inform from whom the recovery will be made?

**Answer:**

Under rule 65(1) of Budget Rules 2003, the Head of Office is responsible for controlling and managing expenditure from the grants placed at his disposal. Since the DDO who made the irregular payment is dead, the recovery will be made from Head of Office.

### 4. Please state whether the following statement is true or false?

In case of any reduction in budget necessitated by lower than expected receipts the Nazim shall convene a meeting of the Budget and Development Committee and decide the requisite reduction in respect of any one or more heads of expenditure, keeping in view the priorities set by the Council. Such revisions shall require approval of the Council.

**Answer:**

The statement is true and is in accordance with rule 65(3) of Budget Rules.

### 6. Under the Budget Rules how disbursements should be recorded?

Every Drawing and Disbursing Officer (DDO) shall maintain an appropriation register that shall include the commitments against the appropriations and a register of actual disbursements. The DDO shall also monitor the appropriations relating to establishment.

### 6. Fill in the Blanks:

**Answer:**

A DDO must ensure that the bill indicates complete accounts classification. He must also ensure that there is sufficient balance available in the detailed object head.

**7. What do you understand by the term Reconciliation of expenditure?****Answer:**

Reconciliation of expenditure is done to match the disbursements recorded by DDO with the record of District Accounts Office. This helps in controlling and rectification of errors.

**8. List the officers responsible for reconciliation of expenditure under the Budget Rules****Answer:**

Following officers are responsible for reconciliation of expenditure under the Budget Rules 2003:

1. DDOs
2. Head of Offices
3. District Accounts Officer

**9. On a report sent by Finance and Budget Officer on 22 October, the District Accounts Officer stopped passing bills of a DDO? What do you think is the possible reason for this action of DAO?****Answer:**

Under Budget Rules 2003, if the reconciled statement is not provided by the Head of Offices by the 20<sup>th</sup> of the month to the Finance and Budget Officer, following the month to which the Accounts relate, no bills will be passed by the Accounts Officer for the defaulting DDO.

**10. Fill in the blanks;**

- The Drawing and Disbursing Officer (DDO) shall provide a reconciled statement of expenditure not later than 13<sup>th</sup> Day of the following month
- The Head of Offices shall forward the consolidated statement of expenditure to the Finance and Budget Officer, so as to reach him by the 16<sup>th</sup> day of the following month
- DAO can stop passing bills of DAO if the reconciliation of expenditure statement is not submitted to F&B Office by 20<sup>th</sup> day of the month

**11. What is the purpose of following forms?****Answer:**

- (i) BM-2 - Monthly Reconciliation of Current expenditure;
- (ii) BM-5 - Monthly Progress Report Development Programme - government Projects & Citizen Community Boards (CCBs);
- (iii) BM-12 - Statement of Supplementary Grants; and



12. On an application for remission of Sign Board Tax, the Collecting Officer, remits the amount? Is the action of Collecting Officer justified in the light of Budget Rules?

**Answer:**

The Collecting Officer cannot remit the amount on his own without the approval of competent authority.

13. Fill in the blanks:

- (1) The Collecting Officers shall furnish monthly reconciled statements of actual collections under the heads for which they are responsible to the Head of Offices in Forms BM-3 and BM-4 13<sup>th</sup> day of the month following the month to which the statement relates.
- (2) The Head of Offices shall consolidate the figures received from different Collecting Officers and shall forward the same to the Finance and Budget Officer by the 16<sup>th</sup> day of the month following the month to which the statement relates.
- (2) The Collecting Officers shall reconcile his figures with the record maintained by the Accounts Officer by 10<sup>th</sup> of the month following the month to which the statement relate.

14 What is the purpose of following forms:

- (i) BM-3 - Monthly Statement of Receipts; and
- (ii) BM-4 - Monthly Reconciliation of Receipts.

15. What are functions of Accounts Committee under the Budget Rules?

The Accounts Committee of the Council is responsible for:

1. monitoring the budget during the financial year
2. reviewing the monthly financial reports including the accounts report submitted by the Accounts Officer.
3. reconciling expenditure and receipts and realization of monthly targets



## Variance Analysis - An Example of Malpur TMA Garbage Clearance and Transportation

Variance analysis is undertaken as a routine quarterly activity as part of budget management. This note explains the concept and provides 2 worked examples to illustrate the technique. The starting point in variance analysis will be to measure actual costs incurred or revenue received/ collected and then compare these with the budgeted costs and revenues to determine the level and reasons for the variances in each case. The examples below demonstrate the case of variation in solid waste costs in respect of salaries and fuel with a brief analysis of the reason and potential remedial action.

### 1. Measurement of Actual Costs

The actual cost can be collected from the annual accounting statements. The expenditure on garbage clearance and transportation for Cyanabad TMA can be located from the respective accounting head (on expenditure head)

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#### Fuel expenditure

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**DISTRICT GOVERNMENT AND TALUKA / TOWN MUNICIPAL ADMINISTRATION  
(BUDGET) RULES 2002**

**EXPENDITURE MANAGEMENT (Part XII)  
RESPONSIBILITIES OF LG FUNCTIONARIES**

FUNCTIONARY	RESPONSIBILITIES					
	ACTIVITY	SUB-ACTIVITY	ASSIGNMENT	FORMS <sup>1</sup>	SECTIONS <sup>2</sup>	DATES <sup>3</sup>
Drawing & Disbursing Officer (DDO)	Estimates of Expenditure	Current Expenditure	<ul style="list-style-type: none"> <li>Shall prepare the estimates of current expenditures and forward to the head of office</li> </ul>	<ul style="list-style-type: none"> <li>BDC 1-7</li> </ul>	Sec 19	
		New Expenditure	<ul style="list-style-type: none"> <li>Shall prepare the estimates of new expenditures, prepare SNE and forward to the head of office</li> </ul>	<ul style="list-style-type: none"> <li>BDC 1-8</li> </ul>	Sec 28	1 <sup>st</sup> Nov
	Incurring Expenditure	General	<ul style="list-style-type: none"> <li>Shall be responsible for the expenditure actually incurred against the funds allotted to him.</li> </ul>	<ul style="list-style-type: none"> <li>Sec 70 (2)</li> </ul>		
		Availability	<ul style="list-style-type: none"> <li>Shall ensure that the proposed expenditure has been approved in the Budget.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		
		Sanction	<ul style="list-style-type: none"> <li>Shall ensure that the expenditure being incurred has been sanctioned by the competent authority, as per the delegation of financial</li> </ul>	<ul style="list-style-type: none"> <li>Sec 70 (2)</li> </ul>		

<sup>1</sup> Relevant Budget Forms to be used.

<sup>2</sup> Relevant sec of the LGO 2001

<sup>3</sup> As per Budget Calendar



			powers			
		Recording of Disbursements	<ul style="list-style-type: none"> <li>• Shall maintain an appropriation register</li> <li>• Shall maintain a register of actual disbursements</li> <li>• Shall ensure that all bills contain the complete accounts classification.</li> <li>• Shall be personally responsible to ensure that correct classification has been mentioned in the bills.</li> <li>• Shall ensure that no payment is made in excess of the authorized funds placed at his disposal.</li> </ul>		Sec 71	Daily
		Reporting of Expenditures	<ul style="list-style-type: none"> <li>• Shall inform the Head of the office of actual spending from the Grants placed at his disposal on a monthly basis.</li> <li>• the extent of commitments that have been made but not paid for against such Grants.</li> <li>• The extent of expenditure that is likely to be incurred during the remaining period of the financial year.</li> </ul>	<ul style="list-style-type: none"> <li>• BM 1</li> </ul>	Sec 70 (4)	Monthly
		Reconciliation	<ul style="list-style-type: none"> <li>• Reconcile the</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Sec 72 (1)	7 <sup>th</sup> - 10 <sup>th</sup>



			<p>statement of expenses provided by his accounts officer and maintained by him.</p> <ul style="list-style-type: none"> <li>• Shall be responsible (jointly with accounts officer and head of office) for reconciliation and corrections of error regarding classification.</li> <li>• Shall provide a reconciled statement of expenditure to the Head of the office.</li> </ul>		<p>Sec 72 (3)</p> <p>Sec 73 (1)</p>	<p>13<sup>th</sup> of month</p>
	Excess & Surrenders		<ul style="list-style-type: none"> <li>• Shall provide all the information to the Head of the Office, required for the preparation of the Statement of Excess &amp; Surrenders.</li> </ul>		Sec 76 (2)	March
<b>EDO (Head of Office)</b>	Estimates	Current Expenditure	<ul style="list-style-type: none"> <li>• Shall develop a plan according to the priorities laid out in the budget call letter for his subordinate offices towards estimates of expenditures.</li> <li>• Shall review, finalize &amp; consolidate the estimates provided by the DDOs.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• BDC 1-8</li> </ul>	Sec 21 - 22	Oct - Nov
	Grants	Communication of Grants	<ul style="list-style-type: none"> <li>• On receipt of information from the Finance &amp; Budget Officer, shall</li> </ul>	•	Sec 66	2 <sup>nd</sup> week of July



			further distribute the grants to the DDO subordinate to him.			
	Incurring Expenditure	General	<ul style="list-style-type: none"> <li>• Shall be responsible for controlling and managing expenditure from the grants placed at their disposal</li> </ul>		Sec 70 (1)	
			<ul style="list-style-type: none"> <li>• Shall review the expenditure position and take such measures as may be required to check the trend of any excessive expenditure.</li> </ul>		Sec 70 (5)	Regular basis
		Control	<ul style="list-style-type: none"> <li>• Shall exercise control over expenditure to ensure that it remains within limits and increased requirements are met through re-appropriations and supplementary grants.</li> </ul>		Sec 75 (1)	As per req
		Reconciliation	<ul style="list-style-type: none"> <li>• Shall be responsible (jointly with accounts officer and DDO) for reconciliation and corrections of any errors regarding classification.</li> <li>• Shall provide consolidated reconciliation statement to the Finan &amp; Budget Oofr.</li> </ul>	<ul style="list-style-type: none"> <li>▪ BM 2</li> </ul>	Sec 72 (3)  Sec 73 (3)	16 <sup>th</sup> of every month



	Excess & Surrenders	Statement	<ul style="list-style-type: none"> <li>• Shall collect information from the DDOs to prepare Statement of Excess &amp; Surrenders</li> <li>• Shall prepare the statement of Excesses &amp; Surrenders and shall submit to the Finan &amp; Budget Officer.</li> <li>• Shall provide reasons along with the statement of Excess &amp; Surrenders.</li> </ul>	• BM_13	Sec 76 (2)  Sec 76 (1)	9 <sup>th</sup> month (March)
		Supplementary Grants	<ul style="list-style-type: none"> <li>• Subsequent to the intimation by the Finan &amp; Budget Officer of the Supplementary grants; shall distribute the Supplementary Grant communicate the break up to the DDO sand Accounts Officers.</li> </ul>		• Sec 78(1)	
<b>EDO – F&amp;P (Finance &amp; Budget Officer)</b>	Estimates	Current Expenditures	<ul style="list-style-type: none"> <li>• Shall consolidate the estimates received from each of the Heads of Offices.</li> </ul>		Sec 23 (1)	
		Reconciliation	<ul style="list-style-type: none"> <li>• Shall ensure that the monthly reconciled statements are submitted by all the heads of Offices.</li> </ul>		Sec 72 (4)	20 <sup>th</sup> of every Month.
	Excess & Surrenders		<ul style="list-style-type: none"> <li>• Shall collect Excess &amp; Surrender</li> </ul>		Sec 76 (3)	9 <sup>th</sup> Month



			Statements from all the heads of offices			
	Supplementary Grants		<ul style="list-style-type: none"> <li>Shall communicate the supplementary grants to the Heads of Offices</li> </ul>		Sec 78 (1)	
DCO (Principal Accounting Officer)	Expenditure Management	Over all responsibility	<ul style="list-style-type: none"> <li>Shall ensure that effective means for implementation of the Budget are developed.</li> <li>Shall ensure that authorized Budget allocations are expended in conformity with the schedule of Authorized expenditure</li> <li>Shall efficiently and effectively manage the resources available with the LG.</li> </ul>		Sec 69 (1)	Round the Year
		Audit Paras	Shall be responsible for resolving the audit Paras.		Sec 79 (2)	