

Minutes of the 103rd Executive Committee (EC) Meeting of Coastal Association for Social Transformation (COAST) Trust held on 18th January, 2020 at COAST Principal Office, House-13, Road-2, Shyamoli, Dhaka.

Member participated:

1. Begum Shamsun Nahar, Chairperson
2. Minar Monsur, Vice-Chairperson
3. M. Zahirul Alam, FCA, Treasurer
4. Dr. Abbas U Bhuiya, Member
5. Dr. Tofail Ahmed, Member
6. Jasmeen Sultana Paru, Member
7. Rezaul Karim Chowdhury, Member Secretary (Executive Director, COAST)

Agenda transacted:

1. Review of the last 101st and 102nd Executive Committee Meeting
2. Criteria/Indicators for the position of AD to ED and appraisal process
3. COAST Central organogram 2020 (Proposed)
4. New portfolio/and inclusion in Executive Committee (EC)
5. Internal audit summary
6. Micro Finance trend analysis
7. Revision of some clauses of HR and Administrative Management Policy, 2019
8. Money laundering compliances of MRA
9. Any other business (AoB)

The meeting was started with the welcome address from the Chairperson. The decisions and major discussions of the meeting are as follows.

1. Review of the last 101st and 102nd Executive Committee (EC) meeting minutes:

- a. **Plans and Budget FY2019-20:** The Director presented the plans and budget for the year 2019-20 and its execution plan. The EC has approved the revised plans and budget as per requirement of EC. Besides, the EC also instructed to include MF investment and its fund management in to the budget in order to see the total financial reflection for the new year.
- b. **MF Trend Analysis:** The EC has expressed their deep concern for increasing the overdue in MF program. They have suggested to form special committee for improving the overdue situation and expressed their deep concern about the role of BM, AM and RPC.
- d. **Internal audit:** After reviewing the finding of Internal audit section, the EC has recommended to give special support to Noakhali and Sonarpapra branch since the misappropriation is very high and alarming in there. Other legal action also has to be taken against that accused staff. The DD-CP informed that the concern staff are already suspended. The EC also suggested to arrange a financial management training for concern accountant and PC/PM for managing finance including VAT and Tax matters as per government rules.
- e. The Secretary has presented the proposed code of conduct for GC and EC members. The EC has reviewed it and has primarily accepted the proposed code of conduct and also suggested to present it at next EC meeting for its further review and approval.

2. Criteria/Indicators for the position of AD to ED and appraisal process :

The Director has presented the criteria or indicators for the positions from AD to ED and these are as per following table:

SL No	Generic Criteria for the positions of Assistant Directors, Deputy Directors and Joint Directors	Generic Criteria for the positions of Directors, Deputy Executive Director and Executive Director
01	10 years of experience with the sector	15 years of experience with the organization
02	Education Background Minimum Bachelor Degree. Can be relaxed in case of 15years +experience in the organization	Education Background: Masters or equivalent degree in any discipline Can be relaxed in case of 20 year experience in the organization

SL No	Generic Criteria for the positions of Assistant Directors, Deputy Directors and Joint Directors	Generic Criteria for the positions of Directors, Deputy Executive Director and Executive Director
03	Bangla Proficiencies	Bangla Proficiencies
04	English Proficiencies	English Proficiencies
05	Leading a team for 3-5 years successfully	Project proposal writing
06	In micro finance program, keeping satisfactory portfolio performance	Preparation of logical framework of a project
07	Staff retention rate at 80%+ for last one year	Project monitoring and evaluation
08	No major damage in the organizational assets etc.	Successful completion of 3-5 years project
09	Advance plan, making to-do-list and priority setting	Format designing capacity
10	Burn rate 80%+ and fund revolving ratio 1	Involvement in organizational strategic issues
11	Capacity of identifying critical issues in related to burn/fund revolving rate which stakes the burn/fund revolving rate	In micro finance program, keeping satisfactory portfolio performance
12	Pro-active initiatives for increasing burn/fund revolving rate	Staff retention rate at 90%+ for last one year
13	Little exercising referral power	At least two leaders developed under his/her supervision
14	Relation with high level officials/ stakeholder/ elected representatives/donor/other NGOs	No major damage in the organizational assets etc.
15	Have visibility in the meetings / seminars/ workshops at national level	Advance plan, making to-do-list and priority setting
16	Gender Sensitivity	Burn rate 98%+ and fund revolving rate 1%
17	Following participatory decision	Capacity of identifying critical issues in related to burn/fund revolving rate which stakes the burn rate/fund revolving
18	Analytical capacity on risk assessment of reputation of own-self and organization	Little exercising referral power
19	Always open keeping internal and external communication	Convincing through using knowledge
20	No example of pending issues (implementation level and maintaining datelines) on the desk	Relation with high level officials/ stakeholder/ elected representatives/donor/other NGOs
21		Have visibility in the meetings/ seminars/ workshops at national and international level
22		Gender Sensitivity
23		Following participatory decision
24		Analytical capacity on risk assessment of reputation for self and organization
25		Always open keeping internal and external communication
26		No example of pending issues (implementation level and maintaining datelines) on the desk
27		Self-managed
28		Self-directed

The EC appreciated the presentation and its set-up criteria for the promotion. The member secretary informed that with the consent of Chairperson-EC, Abbas U. Bhuiya, Ph.D (Member-EC and Ex-Deputy Executive Director-ICDDR,B) and ED conducted the appraisal of senior staff from Heads to Director as per the criteria. The appraisal methodology included the setting of criteria through the participation of different level staff, criteria testing, 15 minutes discussions by the appraisal committee, face to face discussion with the appraising staff and also scores given by him/her in the criteria and the rooms of improvements in relation to programs and management and the conclusion discussions among the appraisal team members. Dr. Bhuiya said that the appraisal process was satisfactory and is recommended

to promote them with double step increment. The list of professionals to be promoted is as following table:

SL	Name and present position	Proposed promoted position
1	Sanat K Bhowmik (Director)	Deputy Executive Director
2	Syed Aminul Haque (DD-ME&IA)	Director ME&IA
3	Md. Ahsanul Karim (DD-FC&CA)	Director- FCA & HRM
4	Tarik Syed Harun (DD-CP)	Director-CP
5	Mostafa Kamal Akand (DD-Admin & SR)	Director-Admin & SR
6	Barkat Ullah Maruf (AD-RSM&ICT)	Joint Director-RSM&ICT
7	Mujibul Haoq Munir (AD-EFSDCP)	Joint Director-EFSDCP
8	Iqbal Uddin (AD-MEL&HA)	Joint Director-MEL & HA
9	Ferdousi Ara Rumees (AD-GT&CR)	Deputy Director-GT&CR
10	Sumaiya Morium (AD-HRM)	Deputy Director-HRM
11	Md. Sahabuddin (Head-IA)	Assistant Director-IA
12	Barequl Islam Chowdhury (Head-EnD)	Assistant Director-EnD
13	Mahmudul Hasan (Head-CO)	Assistant Director-CO

The EC has approved the promotion of above said positions and advised them to work more professional and devoted way for the development of the organization. The EC has given thanks to Dr. Abbas U Bhuiya for giving his valuable time into the process.

3. COAST Central organogram 2020 (Proposed):

The Director has presented the proposed central organogram for the year 2020 and also briefed the reportable relationship and functional relationship that shown at the organogram. The Director mentioned that there are new two positions have been created at the proposed organogram and these are “Deputy Executive Director” and “Joint Director”. The EC has reviewed it thoroughly and approved the proposed organogram with new positions for the year of 2020. For creating the new positions, there are some changes in the salary structure and Director presented the changed tables without changing the structure for the new positions. The changes are for the positions of Joint Director to Executive Director accordingly. The EC reviewed the tables and approved for proceed on.

4. New portfolio/and inclusion in Executive Committee (EC):

The ED, COAST (Member Secretary, EC) informed that, the tenure (Nine years) of Begum Shamsun Nahar (Chairperson-EC), M Zahirul Alam FCA (Treasurer-EC) and Dr. Tofail Ahmed (Member-EC) have been over and cannot remain at EC rather than GC (General Council) as per MRA policy. The ED mentioned that at present there are total seven members are in EC and in order to fill-up the vacant positions COAST needs another three new members in EC.

The Vice Chairperson (Mr. Minar Mansur) has proposed the name of Dr. Abbas U Bhuiya (existing Member-EC) to be act as Chairperson for both GC and EC where as Mr. Jacob Sarkar and Mr. Gawher Nayeem Wahra will be as Member of EC. The Member Secretary also presented the CV of Mr. Mostafa Kamal Ahmed FCA (Partner, Ahmed Khan & Co, Chartered Accountant) as new member of GC and EC and hereby proposed also as Treasured of GC and EC as replacement of M. Zahirul Alam FCA.

The ED, COAST also proposed the name of Ms. Anjolika Khisha (Retired District Education Officer) and Ms. Nahida Parvin (Principal of Primrose Kinter Garden School) for their inclusion as GC member. The EC primarily accepted the proposal and suggested to raise the change and new inclusion matters at next 2nd Extra Ordinary AGM for further discussion and approval.

5. Internal audit summary :

- i. Total 64 Branches have been audited during the period (Jun-Dec 2019) and the misappropriated amount was Tk. 11, 66,154, recovered Tk. 5, 77,413/- till the date and tk. 5, 88,741/- to be realized.
- ii. Major misappropriation done by CDO Md. Kamal Uddin (Torabgonj) tk. 1, 55,601/- Case already filed to realize the money.
- iii. Total 626 loans captured by 253 members where outstanding amount is Tk.1,46,53,265/- and overdue is Tk.30,35,757/- (20.55%).

- iv. Two additional staff are needed for IA section to achieve the auditing target as twice/yr./Br. DD-ME&IA will sit with DD-CP for settling manpower in this regard.

6. Micro Finance trend analysis :

- i. Member & Loanee inclusion were satisfactory in last year 2019 [1.23 and 1.29/month]. Loanee coverage was 80%.
- ii. In 2019, the portfolio i.e. loan outstanding achieved Tk.227.00 crore and savings outstanding was Tk.88.30 crore, Net capital is Tk. 40.00 crore in Dec 2019.
- iii. Explore to deploy new position as “Deputy BM” in the branches for ME program follow up. Staff to be liable for any disbursement of syndicate loan.
- iv. MF trend analysis meeting to be held in every 15 days regularly.
- v. Study on existing package [MF] to be done by Feb 2020
- vi. Existing 6% PAR [Portfolio at Risk] is assumed high and should to keep below 3%. OD must be realized which is appropriate solution instead of other options are like portfolio increase.
- vii. Feasibility study will be done for new extension by Feb 2020. There are 10 branches are planned to open in Noakhali [03], Chattogram [04] and Barishal [03] by Sep 2020.

7. Revision of some clauses of HR and Administrative Management Policy, 2019

The Director proposed revision of some clauses (31.8) of the **Human Resource and Administrative Management Policy, 2019**. The clauses are related to court cases and suspension. The meeting discussed the issues and finally approved the revisions of the clauses and these will become effective on 18 January, 2020.

8. Money laundering compliances of MRA:

The Director has informed the board that COAST has been following the Money Laundering Act-2015 (amendment) properly. The issue regarding money laundering, terrorist financing, smuggling and illegal drug issues have been discussion in each group meeting as well as staff meeting. The group members have invested their loan at right schemes. From July’19-Dec’19 total loan disbursed Tk.206.05 Cr, Savings collection Tk.43.17 Cr, Loan Outstanding Tk.227.73 Cr and Members Savings Balance was Tk 88.36 Cr. The Director also mentioned that there are no any illegal financing has been reported for money-laundering, terrorist financing, smuggling, illegal drug and any other illegal engagements or purpose. The savings fund of borrower also been utilizing properly in MF program and also as FDR.

The Director also stated that the donor projects are also maintained properly. From internal audit section and also from central finance section, the audit and financial monitoring have been doing as per plan. No any suspicious and irregular/abnormal transactions have been made within the organization.

9. AoB: The next Executive Committee (EC) meeting will be held on 21March, 2020.

Having no other discussions, the Chairperson has concluded the meeting with a vote of thanks again.

Prepared by

Approved by

M Rezaul Karim Chowdhury
Member Secretary-EC and
Executive Director, COAST

January 19, 2020

Begum Shamsun Nahar
Chairperson-EC, COAST