



**DIVISION & SECTION
HANDBOOK**
Rules and Guidance

2021 Edition

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FOREWORD

The Divisions and Sections of the Club are what makes Panaga Club great. They provide activities, entertainment and education for Club members and others in our community. Sections are entrusted with significant responsibility to steward activities and funds. This Handbook provides the rules and information that each Division and Section committee member must be familiar with to ensure that this stewardship happens effectively.

The credibility and reputation of the Club, the Division, Section Committees and the Management Committee are dependent on abidance to the rules described herein. Adhering to the rules in this Handbook will help to ensure the longevity of the Divisions and Sections by ensuring that there is faith in the institution to act in the best interests of all current and future members.

All Division and Section leaders must abide by these rules and where appropriate share this knowledge with others. For Club members, knowledge of the information in this handbook can be of help to support the Sections, Divisions, and the Club run in an effective manner.

Sheldon Harrison
Club Treasurer

INTRODUCTION

This handbook has been written to help you run your Division and Section effectively and within the rules of the Panaga Club. Your Division/Section only functions through the effort of volunteers, who are motivated to invest their personal time to run them for the benefit of all the Members.

The available support, rules and the governance requirements of the Panaga Club are described in this handbook.

The Panaga Club greatly appreciates the efforts of volunteers in running their Divisions and Sections. The Club would not be able to offer the diverse range of entertainment, sports, social and cultural activities without them.

OVERVIEW OF CLUB GOVERNANCE

The Panaga Club (PC) is managed by the Management Committee (MC) who are collectively responsible for the welfare of the Club and the achievement of the Club goals.

Composition of Management Committee:

Club President	BSP appointed
Club Treasurer	BSP appointed
Club Secretary (Manager)	BSP appointed
Head of Clubs	BSP appointed
Food and Beverage	Volunteer
KBBC Commodore	Volunteer
Golf Captain	Volunteer
Marketing	Volunteer
Sports Division Chair	Volunteer
Culture Division Chair	Volunteer
Health and Fitness Division Chair	Volunteer
Performing arts Division Chair	Volunteer
Social Division Chair	Volunteer
House member	Volunteer

The MC meets formally at least 9 times per year to set direction for the Club, discuss resource allocation and other pertinent issues.

The Panaga Club offers many types of activities that are generally coordinated by the Division Head and Section committee. Each Section must have a leadership team with three roles filled by three different club members: Chairperson, Secretary (or another role) and Treasurer.

The Sections are grouped into Divisions. Each Division has a head who is a member of the MC and is responsible for the coordination of activities organized by sections, to act a bridge between the sections and the MC and provide financial oversight of the Sections. The Division Chairs will use their best efforts to ensure that all Sections in that Division have the resources they require to run their Section effectively.

DIVISION GOVERNANCE

Annual Financial Accounts

The Division head is responsible for presenting a report on financial results of the Sections in that Division. The Panaga Club Finance department will provide the actual results for the year versus the budget for all sections in the Division.

Division Annual Meeting (DAM)

Each year, at least one month in advance of the Panaga Club AGM, each Division shall hold a Division Annual Meeting where the financial reports of the Division, as well as, each Section in the Division, will be presented and approved. The format of such presentation shall be in accordance with the guidance provided by the Club to ensure transparency and comparability. The DAM is also the annual event for the approval of any changes to Section Committee members. Sections must nominate new members in advance of the DAM. If there are multiple candidates for any role, the Division Chair will engage the Club to organize an election by the members of the Section and the Club. No Member under investigation, serving a suspension or serving a suspended suspension sentence following an incident may apply, be nominated or be reelected to serve as a Section Committee Member or Division Head.

For Quorum, Proxy votes and Approval requirements, these can be referred to under the "Key Section Governance and Financial Rules".

Coordination

The Division is responsible for coordinating the physical and financial resources of the Sections. In addition, they are responsible for governing the Sections to ensure that there is a common understanding of the Rules that Sections need to abide by. The Division has the primary responsibility for governance of the Sections within it.

SECTION GOVERNANCE

Sections

Sections may be either Incorporated, Unincorporated or Affiliated. All Sections must maintain a leadership committee of three (3) positions to make strategic, operational and financial decisions.

Incorporated Sections

- All Panaga Club members are automatic members of Section
- No separate monthly or yearly fees for general activities
- Competitions, events, specialist equipment and lessons may carry a fee
- No member records required
- The Club endeavours to provide enough durable equipment and facilities - allocation of resources is via the annual Budget. Quantum of resource allocation is based on levels of active participation and popularity of the section
- No consumable items or materials will be provided by the club (i.e. balls, shuttlecocks, food, T-Shirts etc.) these must be covered by the members directly receiving the benefit
- Must submit an annual budget
- No carry over of funds or budgets

Unincorporated Section

- Panaga Club members must apply to join section
- Can charge fees for general activities offered by the Section
- Competitions, events and lessons may carry an additional fee
- Member records must be maintained
- Must submit an annual budget
- Access to Section facilities, equipment or materials can be restricted subject to MC approval
- The Section must ensure its business model supports any large investments it wishes to make - allocation of any additional resources required is via the annual Budget. Quantum of resource allocation is based on levels of active participation and popularity of the section
- No consumable items or materials (i.e. balls, food, T-Shirts etc.) can be provided using funds allocated by the Club
- Must strive to break-even operationally
- Materials, consumables, equipment and other investments can be made from Section revenue

For both incorporated and un-incorporated sections the financial risks are borne by the Club.

For further information see the Annual Budget section.

Affiliated Sections

Significantly independent. Affiliated Sections cannot reserve Club facilities if they do it is at market rates. These Sections can use Club facilities free of charge if they are not booked or being used by another section or there is no desire from other members to access this facility. The Club acts as administrator, financial record keeper and safekeeper of funds. These sections make their own financial decisions and their funds are NEVER amalgamated with Club funds. These sections can never have a cash negative balance. Must still comply with certain governance rules such as Committee composition.

Change in Section Incorporation Status

Sections may change their status (i.e. unincorporated to incorporated) subject to MC approval. They may (continue to) maintain reasonable participation restrictions required due to practical constraints such as coach availability, facility size etc. these restrictions must be supported by the MC.

Committee Composition and Responsibilities

For the Section to function, it MUST have an elected Committee who are all members of the Panaga Club.

A Section Committee must be made up of at least these three people.

- Chairperson
- Treasurer
- Secretary (or another title)

If a Section Committee is without one or more of the required three roles for a period greater than three consecutive months, then the Management Committee may cause the Section to be disbanded.

Normal operations of each section of Panaga Club are detailed in Panaga Club Constitution.

In summary, it is mandated that:

- Committee members have the responsibility to manage their Section on behalf of the members and their composition shall be approved at the AGM of the Division and Section held in accordance with the constitution and rules of Panaga Club.
- The Committee members must consist of at least three Members. Other members of the committee may be appointed.
- The Committee members of sections are empowered to co-opt additional Members for special purposes.

- The need for professional coaches/instructors by Sections must be processed and approved by the Club Staffing Sub-Committee.
- All lesson fees charged to members must be approved by the Management Committee. The Management Committee can at its discretion amend the fees charged for all lessons or Section activities.
- No communications are to be conducted with (potential) contract staff (i.e. professional coaches/instructors etc) on the terms and conditions to be offered before approval from the Club Staffing Sub-Committee.
- Remuneration and benefit package of the Section professionals shall be based on the new standardisation band as set and approved by the Club Staffing Sub-Committee.
- Hired Section professional coaches/instructors are to be managed by the Club.
- The maximum tenure for a committee member of any one section is 5 years, this term can only be exceeded with approval of the MC.

All Division and Section Committee members must have read and understand this Handbook along with the Code of Conduct and have a basic understanding of the Panaga Club Constitution and Rules. They must sign a record maintained by the Member Services Department attesting to this with other requirements including their specimen signatures.

Chairperson

The chairperson has overall responsibility for Section administration. The chairperson should:

- Drive the strategic direction of the Section to maximise benefit for the members.
- Set the framework for the committee to support the Section's strategy.
- Lead the Committee in prioritizing goals.
- Ensure that Section planning and budgeting is conducted in the best interest of the Section and the Club.
- Ensure prudent and responsible management of funds and resources.
- Maintain a close relationship with the Division chair.
- Ensure a framework is in place to ensure activities are conducted in a safe manner.

The Chairperson should convene and lead the Section Annual Meeting (SAM) to review past activities, plan upcoming activities and to coordinate any proposed changes at the DAM for Committee Membership positions, review financial reports for submission and address any other concerns, ideas etc. This meeting is normally held in January or February in advance of the DAM.

Secretary

[Note that this role may also have a different title or scope of responsibility. Some of the requirements below will need to be fulfilled regardless.]

The secretary is chiefly responsible for the record keeping and communication to Section members, the Division and the Club. Key responsibilities are:

- Maintaining records of all discussions and decisions of Committee meetings and communications to Section

members. Distribution of relevant minutes of meetings and such to Section members and the Club.

- Managing communication to members for ensuring that membership information is up-to-date and member registrations are put in place as required (may vary depending on incorporation status).
- Write Section report for inclusion under the Division information in the Club Annual Report.
- Publishing Section events in the Club website and newsletters.
- Responsible for updating the Section pages on the Club website and notifying the Member Services Department of any changes to the Section committee and membership.

Treasurer

The Treasurer is responsible for ensuring that funds administered by the Section are managed appropriately. They are accountable for how funds are spent and ensuring that all funds are spent in the best interests of the Club and the members. They are also responsible for promptly elevating any concerns about monetary or ethics issues to the Club Treasurer.

The Treasurer must know the procedures for handling financial transactions. With the help of the Club Finance department, the Treasurer must put in place the necessary procedures to collect and record details of all financial transactions.

Key tasks include:

- Continuous tracking of revenues and expenditures
- Basic analysis of costs and revenues for discussion with the Section Committee, Division Head and Club Treasurer
- Prepare the annual Section budget proposal for submission to the Division head and Club Finance Manager
- Lead the Section in compiling and submitting the annual Section budget
- Custodian of physical and intellectual assets owned by the Section

- Be the conscience of the Section from a financial and ethics perspective

Tracking Revenues and Expenditures

1) Processing of Section Income

Subscriptions – If applicable, ensure that the list of members and fees to be collected is aligned with data maintained by the Member Services Department.

Chits – Manage submission of chits to the Finance department. Support the Club in minimizing the use of Chits. All chits submitted must be completed with all required information. Reconcile chits submitted to reported income.

Cash – No cash can be used for any transactions relating to member payments of any kind. All such transactions are to be done using Chits. If official chits are unavailable, other written forms of approval may be used that contain the same information as Chits.

Sponsorships – Any sponsorship payments must be received by cheque, with sponsor's address overleaf and paid in the name of "PANAGA CLUB" for relevant Section or Division account held by the club. An official receipt will be provided by the Finance department and sent direct to the sponsor. Exception applies to BSP funding via direct transfer payment.

2) Processing of Payments

It is the responsibility of the Section Treasurer to review membership subscription fees and/or funding model on an annual basis. Changes to section fees require approval from the Management Committee.

All payments must be supported by **ORIGINAL** invoices unless under exceptional circumstances.

The Section Request Form (SRF) must be submitted together with all supporting documents to the Finance Department. Payments will be processed around mid-month on a monthly basis unless exceptional.

The SRF should always be signed according to the approval hierarchy and completed with all relevant details including payee, amount, payment mode & description, expenditure type indicated in the approved budget including unbudgeted items. Email approvals will be accepted.

For any reimbursement made by the Section Chairperson or in his absence, the SRF to be signed by the Section Treasurer instead.

SRF Approval hierarchy

Incorporated and Unincorporated Sections

I) For approved budgeted expenditure \$100 and above but below \$5,000, it needs to be signed by the Chairperson and another section member. If below \$100 then only the Chairperson needs to sign.

II) For approved expenditure over \$5,000, an additional approval from the club treasurer is required (as the expenditure has already been approved via the budget process, this is not an additional approval but is an internal control procedure on release of large sums).

III) For non-budgeted expenditure below \$100, two section members need to approve (not mandatory for the Chair to sign). For amounts from \$100 to \$500, an additional approval required from PC finance manager and for amounts larger than \$500, approval is required from the club treasurer (please note all amounts are on a CUMULATIVE YTD basis). For example, six (6) separate \$100 payments for the same expense will trigger it as \$600 in total and require an additional approval from the Club Treasurer.

Affiliated Sections

All requests must have two section committee member signatures. For any requests over \$5,000, an additional release check from the Club Treasurer is required.

Cash Advance

Request for cash advances should be submitted by an authorized Section Committee Member to the Finance Department at least one (1) week in advance of the date on which the cash is required.

The SRF must be i) authorised and signed off by the Section Chairperson and another section member, ii) specify the main purpose of requiring advance funds and iii) all supporting documentations to be included.

The recipient of the cash advance will be accountable for its safe handling.

All associated invoices and any remaining cash balances must be forwarded to the Finance Department within three (3) months from the date of cash advance release. Any expenditure not substantiated may be retained from the personal account of the cash recipient.

Future cash advance will not be granted if previous cash advance is not liquidated by supporting documents.

Bookkeeping (keeping adequate records)

A true record of income and expenditure is crucial for the fund control as well as for planning and budgeting. The basic format is:

Date	Description	Debit (Spent)	Credit (Earned)
31/03/2020	Balance Brought Forward		xxx
18/04/2020	Refund To Members	xxxx	
18/04/2020	Purchase Of Materials	xxx	

30/04/2020	Monthly Subscription fees		xxx
30/04/2020	Sponsorship Received		xxxx
Total monthly transactions		A	B
Balance Brought Forward		<hr/>	
		B minus A	
		<hr/> <hr/>	

Section Funds and requests

- Unused Budget allocations do not roll-over from year to year but must be reapplied for in the next budget cycle.
- Any expenditure against the budget should be for approved items. Any line item deviations above \$500, must be approved by the PC Finance Manager and amounts above \$5,000 must be approved by the Club Treasurer.
- Any non-budgeted expenditure above \$100, must be approved by the PC manager and above \$500 must be approved by the Club Treasurer.

Section Accounts and Reconciliations - checking your account with the Club

All transactions must be correctly reflected in Panaga Club accounting system. The Treasurer must maintain a log of all transactions (e.g. scans of SRFs) and tick-off the transactions on the monthly Section report from the Finance Department.

It is an audit requirement that Sections provide full accounts – the reconciliation between Panaga and Section Accounts (i.e. the outstanding or mis-recorded transactions) are items of interest. If there are errors or transactions that are not yet recorded in either the Section accounts or Club accounts, please reconcile these amounts by explaining the difference. This exercise is required at least once a year at year-end.

Accrual (recording commitments at year end)

Budgets are not rolled-over so it is important to advise Finance Department of any commitment e.g. goods or services received

but not invoiced, payment not made at year-end or commitments made for purchases or services not yet received where the seller has already incurred costs for amounts of >\$5,000. The entry to reflect such transactions is known as an accrual. Accruals at year-end MUST have supporting documentation.

ANNUAL BUDGET

Preparing the Annual Budget

Purpose of Section Budgets:

- Shows in monetary terms how Sections plan to achieve their goals
- Allows Sections to access funds for budgeted items efficiently
- A tool for communicating resource requirements to the MC

It is the Section Treasurer's responsibility to coordinate the budgeting process in consultation with the Section Committee and where necessary the Division Chair.

Section membership fees or Club funds can only fund activities that are open to all members of the Section e.g. costs for equipment used by all in the Section.

Any activities that are discretionary (i.e. the members can choose to participate) should be charged separately to the members that participate. Discretionary costs are costs for uniforms, tournaments, special classes etc. The intent is to allocate costs to where they are incurred i.e. to the thing or person that *causes* the costs covers the cost.

Incorporated sections cannot budget and spend Club money on consumable items such as materials, balls, food etc.

Affiliated Sections are not required to submit a budget.

Key principles of the Annual budget

1. A willingness to invest in sections and provide them with the resources they need to continue to provide an enjoyable section.
2. A willingness to invest in items that provide many years of use and can be enjoyed either by the entire or most of the section.
3. Matching the investment size made from Club funds to member demand for the section – goal is an even subsidy per member across the sections. The Club will prioritise funding to the Sections that are the most popular and active.
4. Ensuring that sections with Professionals (coaches) generate enough revenue from the professional's activities to cover the professional's total costs
5. Ensuring that costs that benefit a small sub-section of the membership should be covered directly by the members receiving the benefit i.e. private lessons, kit, food or trips should be covered by the members involved.
6. Unincorporated sections must breakeven for each year on an operational basis (i.e. excluding major asset/equipment purchases that provide benefits over multiple years).
7. Major capital expenditures will be reviewed as part of the Capital Allocation process
8. Incorporated sections must cover the cost of consumable items or materials such as food, balls, shuttlecocks etc from the Members involved in the activity or from other section revenue and must not use Club funds

There are two sections to the budget:

Operating Budget – Projected yearly funding, income and operational expenditure of the Section. Normally a detailed list of

potential funding sources including subscriptions/fees, sponsorships, activity specific income and revenue from sales and any other relevant revenue generated by the section as well as all expenses such as materials and labour charges needed for section activity and any other spending. This budget must be endorsed by the Section committee before submission to the Finance Department and the Division Chair.

Capital Budget – This should be compiled for expenditure on less frequent but more substantial items costing more than \$5,000 and should be projected over a five-year period – if possible. Any items requiring Club support, or a long-term loan must be specifically identified.

Planning Section's Financial Future (cash-flow budgeting)

For an Unincorporated Section to continue operating, it must have a sustainable business model and generate enough funds in order to meet the requirements of the principal activity of the section. The timing and size of revenues and expenditures are the two most important factors in cash-flow budgeting. The Treasurer should be able to anticipate the periods in which cash flow problems may occur and plan accordingly.

Capital Allocation and budget allocation

At the end of each financial year all Incorporated and Unincorporated Section funds are amalgamated into the Clubs funds. Sections through the annual Budget process will make a proposal for funding for the forthcoming year. The MC will then review, amend and approve all Section Budgets. The MC follows this process to ensure that the Club ranks its investment opportunities and makes the investments that are most closely aligned to the demand from members and the objectives of the Club rather than the objectives of individual sections.

When reviewing the expenditure proposals, the following factors are some of the taken into consideration:

1. The size of the investment versus the number active members or user numbers
2. Financial results of Section over past 3 to 7 years
3. Contribution of that Section to the Club
4. Overall club finances
5. A willingness from the Club to provide a variety of activities

Custodian of Section Movable

Movables are items of a permanent nature and may have been purchased from the Section or Club funds. Items that cost >\$1,000 will be recorded in the Movable Register along with items that cost <\$1,000 but are determined to be attractive and easily movable. Many movables are easily misplaced and the continuing change in Section membership makes it essential to keep a log of the recordable movables and their locations. Panaga Club holds Movable Registers which are updated annually. To control this effectively, the Section Treasurer has the responsibility of:

Accurate recording of Movable transactions – Any additions and disposals during the year should be advised to the Finance Department.

Any Movable disposal must be authorized – For any disposal of the Section Movable, the Section Chairperson must provide approval after verifying and certifying that they are no longer required (mostly with minimal residual value) or cannot be transferred for use in another Section. The disposal form for Movables can be requested from the Finance Department and to be completed accordingly - items with **(a)** Original purchase price less than \$5,000 will require sign off by Section Chairperson and Treasurer as well as Club Facility Maintenance Manager, Finance Senior Assistant in charge of Movable Register, Finance Manager, Club Manager and Club Treasurer **(b)** Original purchase price greater or equal to \$10,000 – approval required from Club President in addition to requirement **(a)**.

Once approved, the Section Treasurer or Club Treasurer shall arrange the disposal at the best available price or at least cost where the asset has no market value.

Numbering of Movable – Every movable is given a description and a tag number such as 08TADS007 denoting year of acquisition (2008), the section and the number of the item.

Physical Verification – Section Treasurers should verify the existence of their Movable and inform Panaga Finance Department of any differences. Movable register listing from the Finance Department are distributed to each Section Treasurer in early December for verification. The verified list should be returned to the Finance Department not later than the first week of the following January. For any missing, damaged or unrecorded items, the Section Treasurer must advise the Finance Department and raise asset disposal forms.

Payment to Members for good/services or Instruction Using Section Funds

Panaga Club strictly adheres to no moonlighting activity to be carried out in the Club premises, unless that person has a work permit valid in Brunei Darussalam, for such an activity or that the laws of Brunei Darussalam do not require that person to have a work permit for performing such an activity for reward at the Club. Sections may not make purchases of items or services from persons that do not have a valid permit to work in Brunei.

Club members and volunteers are **NOT ALLOWED** to charge money for their services or to sell goods for profit, to other members of the Club whether using the premises or equipment of the Club or not. Any exceptions to this rule must be approved, IN ADVANCE, by the MC.

Payments to professional entertainers, speakers, trainers or artists from outside Brunei Darussalam are allowed provided their visits

have been approved by the Management Committee in advance and that Professional Visas are issued for such purpose.

In circumstances where the rules above prevent payment to a person such as volunteers, a small presentation may be made up to a limit of B\$50 per person on non-cash basis e.g. bouquet of flowers etc.

No goods or services can be procured by Sections from persons or entities who are considered related parties to the purchasing Section Committee members unless agreed by the MC – this considered a conflict of interest.

Absence (Deputy Chairperson)

Should the Section Chairperson be unavailable for a significant period, they must inform the Finance Department who will be their authorized deputy and provide that individual's required details including signature. This is important if the section requires an urgent payment while the Chairperson is on leave. Any payment request will not be processed without the Section Chairperson's authorization except for non-budgeted expenditure.

KEY SECTION GOVERNANCE AND FINANCIAL RULES

When running a section or division, the following rules must be abided by.

Where MC approval is required, this shall constitute the Club Treasurer and the Division Head, or in the event of a conflict of interest due to the participation by either one of these individuals; by the unconflicted individual and the Club President. If there continue to be conflicts of interest, then the majority of all the MC members must approve.

Membership and Leadership

- Section leadership must be three different people. Roles of Chairperson, Treasurer and Secretary cannot be shared to preserve Segregation of Duties.
- All unincorporated sections must have a minimum of five (5) members. If a section falls below this threshold, their ability to access funds will be frozen, until such time that there are enough members.

Divisions

- Divisions are responsible for reviewing budgets for Sections under their purview.
- Attendance at the DAM is required by all Section Committee members in that Division. If any of these members are unable to attend, they may nominate a replacement through written notice to the Division Head. Each attendee has one vote at the meeting. Financial Reports must be approved by a two-third majority. Votes may be cast by proxy through written notification to the Division Head for assigning their voting rights to another individual for meeting attendance. The Quorum (minimum number of votes represented) for the DAM is 50% of the *Committee members* in the Sections of that

Division and a minimum of one vote represented for each Section in the Division. e.g a Division with 5 Sections of 3 Committee members each has a Quorum with at least 8 people (excluding the Division Head) are represented to vote and all 5 Sections must have at least one representative physically present. No single person may represent more than 3 votes (including their own). All Panaga Club members are welcome to attend any DAM and their vote carries the same weight as that of any Committee member.

New Sections and Section Fees

- New Unincorporated Sections can only be started with a list of Club members who have agreed to join the proposed section and have consented to pay a membership fee.
- Member fees must be adequate to cover expected expenditures.

Section Funds and Expenses

- Section funds and/or may be used only for or on Panaga Club members. No Section funds may be used to pay for any costs for individuals who are not Club *and* Section members.
- There will be no separate recording of accumulated section funds (incorporated or unincorporated), sections will access funds through the annual budget cycle. Unbudgeted expenditures are subject to approval.
- Sections may petition the MC for financial support for activities, equipment etc. that was not foreseen in their budget. The discretion for such approval is with the MC.
- Any expenses for events that are not available for all members to join (e.g. due to constraints on attendance, ability, unusual or extended timing etc) may NOT be paid for with the Section funds; such events must be individually paid for by those participating. Such events may include special training camps, tournaments, instruction etc.

- Items such as uniforms should be purchased only as required and should be paid for separately by the recipients. These items are not to be paid from general Section funds.
- No waivers may be given to volunteers for any activities that result in an increase of costs to the Section. For example, a **waiver may not apply to private and semi-private lessons** that incur separate billing and payments to the instructor in excess of the base pay. Any requests for exceptions may be proposed to the MC for support to recognize those volunteers who are deemed to be providing an exceptional level of support.
- Waivers may only apply to activities that constitute a part of the standard section activities. In addition, for any paid classes offered, a waiver may be applied to **at most one standard group class per volunteer per week**. Waivers can be given only to Committee members with the approval of MC. Any requests for exceptions may be proposed to the MC for support to recognize those volunteers who are deemed to be providing an exceptional level of support.

Reporting Requirements

- Section expenditures that relate to non-daily activities **must** be publicized via announcement to members (e.g. costs relating to travel to other countries etc) via the weekly Panaga Club newsletter in the form of MC announcements.
- If Section funds are to be used for any activities that support non-PC members, a formal request must be submitted for approval by the MC.
- All Section budgets and actual expenses are available for all Club members to peruse at their convenience in the Club premises. Any exception to this must be requested from, and approved by the MC.
- A Section must report annually their actual expenses according to a prescribed template. The Section data will then be aggregated at the Division level.

Club Governance

- Redacted minutes of the MC meeting are to be available for members to view electronically. Any sensitive or confidential points may be redacted.

FREQUENTLY ASKED QUESTIONS (FAQ)

1. **Q:** Section **Chairperson is away**, and an urgent payment needs to be made for budgeted expenditure, can section treasurer or secretary sign on behalf of the Chairperson?

A: Yes, only the Section Treasurer or Deputy Chairperson can sign on behalf. The funds of a Section shall be held in an account under the name of the Section. These funds can only be released with the signature of the Section Chairperson or Appointed Deputy Chairperson. It is therefore the obligation of the Chairperson to appoint a Deputy Chairperson on his/her absence and that specimen signature form duly filled-out and submitted to the Member Services Department for this purpose. Otherwise Section Treasurer will sign on behalf though it has a separate and different role on its own.

2. **Q:** Can **reimbursement of section expenses** be made even though receipt is not available?

A: By Exception. Where a receipt is not readily available for reimbursement (e.g. taxi service, market purchases, boatmen hire for Kg. Ayer trip.)

Legitimate claims on behalf of the Section where receipts are lost may be recovered by filling out the Reimbursement/Liquidation Statement Form and must be authorized by the Section Chairperson to be attached to the Section Request Form.

3. **Q:** What happens if the **Chairperson is the spender or payee** for such Section expenses?

A: Normal procedure for payment still in place and the Section Treasurer can sign on all invoices/receipts for reimbursement on the Section Request Form.

4. **Q:** Why are **claims for food and drinks** used for Section activities in the Club not to be refunded?

A: Organizers of functions which are held on the Club premises are not permitted to use external sources for provision of foods and drinks. If prior written permission and approval of the Management Committee is granted, a claim may be possible. *(Panaga Club Rules 11.1)*

5. **Q:** We would like to engage our **own household domestic helper (amah)** to assist and do part-time work for the section within the Club premises. Is this allowed?

A: No, the Club prohibits allowing this practice as clarified with the Labour Authority. Also, Panaga Club Rules 5.2 delineates specific condition for Domestic Helpers.

6. **Q:** Our section is planning an **event to raise funds**. Do we need to seek approval of the MC? Who do we liaise with on matter like this?

A: A Section may, with the prior approval of the Management Committee, hold a money-making event in order to raise funds for a particular project. Any funds thus raised must be spent on the designated project. If the Section decides not to progress that project within a reasonable period of time (to be decided by the MC), the funds will revert to the Club. *(Panaga Club Rules 9.5)*

Formal request and approval can be channelled through the Division/Section Head to bring forward to the Management Committee.

7. **Q:** Is **donation to charity** by Sections allowed?

A: Donations to recognized charities by Sections as a result of fund-raising exercises are permitted, provided they have been formally approved by the Management Committee in advance. (Panaga Club Rules 9.6)

8. **Q:** Why do we need **to raise a PO or contract** for procurement \$5,000 and above but less than \$50,000?

A: The Club Procurement Contracting Guidelines have been created in view of the increased contracting-out activities by the Club and Sections. The use of PO or contract for procurement is to protect the Club against liabilities and ensure that we get what we agreed to pay for as it might confirm the scope of work, expected work quality, budget, start and completion/delivery dates, Section focal point etc.

9. **Q:** Does buying **an air-ticket costing >\$5,000** need a Purchase Order?

A: Yes. Furthermore at least three competitive quotes should be obtained. Payment request will need to meet the required approvals.

10. **Q:** Do I need **multiple quotations for goods or services** that are specialist in nature and where it is not possible to obtain more than one quotation?

A: The requirement can be waived by the President or Club Treasurer in this situation. However, if the single quote is approved, another form of price benchmarking must be provided. This is true for engaging the service of Hotel

and Restaurant where section functions are held as agreed by the sections committee and obtaining 3 quotes for cost of services exceeding \$10,000 is not possible.

11. **Q:** During organized **exhibitions and sales a third-party trader** was invited to participate by the Sections. Is this allowed? What are conditions/requirements for third party traders?

A: Third party traders will be allowed to sell goods using the Club premises or equipment only after obtaining written approval one (1) month in advance from the Management Committee.

All third-party traders shall pay a fixed charge of \$400 to the Club and 5% of sales to the sponsoring/organizing Division or Club. The \$300 charge consists of: B\$50 fixed fee, B\$250 room rental and B\$100 equipment rental. (subjected to new updated fees)

All third-party traders must provide proof of valid commercial Brunei business license and provide their own insurance. The Club shall not be liable for loss or damage of third party stock.

All transactions at the Club are normally by chit. This can be waived and approved by the Club Treasurer/Club President as they deem appropriate, to allow cash, credit card and cheque purchases. The Club takes no responsibility for any cash, credit card or cheque transaction done in the premises.

12. **Q:** What is the basis of **conversion on foreign currency** reimbursement? How come I received less when I should have received more?

A: Finance Department will apply appropriate exchange rates available from reliable sources. On converting

foreign currency claims/ reimbursement/ payments, the date of actual transaction or payment date will be the point of reference for conversion. Payments can also be made according to the actual BND payment converted from foreign currency if within 5% variance.

13. **Q:** What is the limit applicable for Food & Drinks for each person attending meetings (e.g. AGM, DAM, SAM)?

A: \$10 per person

ABBREVIATION

DAM - Division Annual Meeting

AGM - Annual General Meeting

MC - Management Committee

SAM - Section Annual Meeting

SRF - Section Request Form





PC - Panaga Club

APPENDIX A – CAPITAL ALLOCATION CONSIDERATIONS





The following factors will be considered by the MC when Capital Allocation decisions:

1. Size of the investment
2. Financial results of Section over past 3 to 7 years
3. Active user numbers
4. Contribution of that Section to the Club

Example 1: A one-off \$20,000 investment in new equipment

	Year 1 Net Profit	Year 2 Net Profit	Year 3 Net Profit	Number of users	Likelihood of approval
Section 1	1,000	1,000	1,000	25	
Section 2	(2,000)	(1,000)	(500)	750	
Section 3	3,000	3,000	4,000	300	
Section 4	(1,000)	(1,000)	(1,000)	15	

Example 2: A one-off \$2,000 investment in new equipment

	Year 1 Net Profit	Year 2 Net Profit	Year 3 Net Profit	Number of users	Likelihood of approval
Section 1	100	0	200	25	
Section 2	(1,000)	(1,000)	(5,000)	750	
Section 3	1,000	3,000	4,000	300	
Section 4	(1,000)	(1,000)	(1,000)	15	

This is an illustration of the factors considered however other factors such overall club finances and a willingness to provide a variety of activities will also impact the outcome.

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