

Reconciliation Guide — Country Operations

SAMPLE DOCUMENT — FOR TRAINING PURPOSES ONLY

Reconciliation Reference Guide — Country Operations

CTOC Framework Reminder

- **C (Context):** You have two Excel files representing country-report and hq-targets
- **T (Task):** Match rows by Country_Code, find every discrepancy
- **O (Output):** Excel workbook (.xlsx) with matched, discrepancy, and summary sheets
- **C (Constraints):** Use formulas for totals. Conditional formatting: red = critical, yellow = minor

Matching Rules

- **Primary key:** Country_Code
- **Amount columns:** Target_Value vs Actual_Value
- **Status columns:** HQ_Status vs Local_Status

Country Operations-Specific Rules

Track handoff status between stages. An item marked 'complete' upstream but 'pending' downstream indicates a broken handoff.

Traffic Light Verification

- **GREEN (check first):** Do formulas calculate correctly? Are totals accurate? Is currency consistent?
- **YELLOW (check second):** Are categories assigned correctly? Do status labels match expected values?
- **RED (human decision required):** Should flagged items be escalated? Are the recommended actions appropriate?

Common Discrepancy Types

1. **Amount mismatch** — Different values for the same Country_Code. Check for decimal shifts, partial amounts, or fee deductions.
2. **Missing row** — Present in one source, absent in the other. May indicate delayed processing or data entry gap.
3. **Status conflict** — One source says "On Track", the other says "Amber". Check which is more current.
4. **Name variation** — Same Country_Code but slightly different names. Likely the same entity; verify before merging.