Life’s Organisational Roles and Responsibilities

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# ROLES AND RESPONSIBILITIES

## The Board of Directors

The main responsibility of the board is to govern the NGO rather than managing it on a day-to-day basis. The four main areas of responsibility are:

* Approve and oversee progress against the strategic framework
* Monitoring organisational and managerial performance
* Ensuring appropriate stewardship of NGO’s financial resources
* Boards accountability to its stakeholders

## President

* Chairs meetings
* Develops board meeting agendas with the executive director
* Creates and staffs committees
* Communicates board policies and expectations to the executive director
* Manages board structure and process
* Establishes and models the working culture of the board and organisation
* Represents the organisation in public forums

## Vice President

* Needs to be able to take on any tasks passed on by the president and be able represent them in their absence.

## Treasurer

* Responsible for analysing the organisation’s financial situation and recommending budget resolutions to the full board
* Reviews and certifies the financial reports provided by staff and accountants and interpret them to the full board
* Coordinates with other board members to review and approve an institutional budget in line with the organisation’s projected resources

## Secretary

* Prepares board meeting minutes

*At Life the above responsibilities will be taken on by the executive committee. Therefore it is important to further define and differentiate between the role of the committee and the remaining board members, and the communication between them.*

## Executive Committee

A smaller group that meets more frequently than the full board and is typically comprised of the board officers. The committee oversees operations of the board, often acts on behalf of the board during on-demand activities that occur between meetings and are later presented for full board review.

## Executive Director

* Hires, trains and supervises agency staff
* Reports regularly to the board on general operations, services, personnel and finances
* Evaluates organisational needs and presents solutions and options to the board
* Develops position descriptions and operational procedures, based on board priorities and policies
* Oversees the day-to-day management of finances, including accounting, tax and audit matters
* Work with the Board to develop meeting agendas and identifies action items
* Communicates regularly with the Board
* Represents the organisation at official functions
* Supports board function through suggesting new members, preparing informational materials
* Promotes the organisation in the community and to the staff

# ALLOCATION OF BOARD AND MANAGEMENT RESPONSIBILITIES

|  |  |  |
| --- | --- | --- |
|  | **Board** | **Management** |
| Planning |  |  |
| Direct the process of planning |  | 1 |
| Provide input to long range goals and strategy |  | 1 |
| Approve long range goals and strategy | 1 |  |
| Formulate annual objectives/plans |  | 1 |
| Approve annual objectives/plans | 1 |  |
| Prepare performance reports on achievement of goals and strategy |  | 1 |
| Monitor achievement of goals and strategy | 1 | 1 |
|  |  |  |
| Financial management |  |  |
| Prepare preliminary budget |  | 1 |
| Finalise and approve budget | 1 |  |
| Monitor that expenditure is within budget during the year |  | 1 |
| Approve expenditures outside authorised budget | 1 |  |
| Prepare financial statements |  | 1 |
| Approve financial statements | 1 |  |
| Draft financial management policies and procedures |  | 1 |
| Approve financial management policies and procedures | 1 |  |
| Sign-off on funding arrangements with the government |  | 1 |
| Ensure annual audit of NGO accounts | 1 |  |
|  |  |  |
| Operational programming |  |  |
| Assess stakeholders’ needs |  | 1 |
| Oversee evaluation of products, services and programmes | 1 |  |
| Prepare and maintain programme reports |  | 1 |
| Solicit contributions in fundraising campaigns | 1 | 1 |
| Organise fund raising campaigns |  | 1 |
| Manage the delivery of programmes/services |  | 1 |
|  |  |  |
| Staffing |  |  |
| Recruitment of Executive Director | 1 |  |
| Staff Recruitment and dismissal |  | 1 |
| Supervision of staff |  | 1 |
| Identification of recruitment needs (if outside approved budget) | 1 |  |
| Conflict management among staff and between staff and management |  |  |
|  |  |  |
| Board management |  |  |
| Appoint Board members | 1 |  |
| Promote attendance at Board/Executive Committee meetings | 1 |  |
| Plan agenda for Board meetings | 1 | 1 |
| Take minutes at Board meetings |  |  |
| Determine committee structure | 1 |  |
| Sign legal documents/contracts | ? | ? |
| Follow-up to ensure implementation of Board and committee meetings |  | 1 |
| Appoint committee members | 1 |  |
| Settle conflicts between members | 1 |  |
|  |  |  |
| Community relations |  |  |
| Represent and promote the NGO in the community | 1 | 1 |
| Prepare marketing materials/news stories |  | 1 |
| Promote networking and collaborations with other organisations | 1 | 1 |

# DELEGATION OF AUTHORITY

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Process** | **Authorisation limits** | **Authorised Personnel** |
| **Recruitment** | Contract to be prepared by Director and signed by SMT member. | Within project budgets | Project Leader + Director |
| In excess of project budgets and within agreed institutional budget | Project Leader + Director + Finance Ad (?) |
| In excess of project budgets and in excess of institutional budget | Director + ExCo |
| **Consultancy / sub-grant contracts** | Standard template\* to be used. Amendments only to be made by Director | < €2,000 and within institutional budget | Project Leader + Director |
| > €2,000 and within institutional budget | Project Leader + Director + Finance Ad (?) |
| In excess of institutional budget | Director + ExCo |
| **Third party contracts**  (legal agreements where there is an on-going obligation for payments or some obligation on Life to deliver services in addition to payment) |  | < €2,000 | Project Leader + Director |
| €2,000 – €10,000 | Project Leader + Director + Finance Ad (?) |
| > €10,000 | Director + ExCo |
| **Purchase orders** | Purchase order form\* to be completed and authorised, then presented to the Finance Department to obtain purchase order number. Re-approval required for >3% variance. All invoices to be matched to PO by Finance Department with recipient confirming receipt of goods/services. | < €5,000 | Project Leader + Director |
| €5,000 – €10,000 | Project Leader + Director + Finance Ad (?) |
| €10,000 – €50,000 | Director + ExCo |
| > €50,000 | Director + ExCo |
| **Capital purchases**  (any item classified as capital on the balance sheet, all IT and any other equipment purchase over €10,000) | Business case justification required. | Within institutional budget | Director + Finance Ad (?) |
| In excess of institutional budget | Director + ExCo |
| **Petty cash** | Petty cash to be requested from the Finance Department for amounts up to €100. |  | Project personnel |
| **Expense claims** | Expense claims\* to be completed and submitted to the Finance Department by the 7th working day of the month for expenses incurred the previous month or, for travel expense claims, within 30 days of return from travel. |  | Project personnel |
| **Cash advances** | Cash advances can be given for amounts between €100 and €3,000. Any outstanding advances are to be accounted for before new ones are given. |  | Project Leader |
| **Funds transfers to external organisations** | Standard transfer request form\* to be used. | < €5,000 | Project Leader + Director |
| €5,000 – €10,000 | Project Leader + Director + Finance Ad (?) |
| €10,000 – €50,000 | Director + ExCo |
| > €50,000 | Director + ExCo |
| **Donor / grant agreement** |  |  | Project Leader + Director |
| **Grant claims / project reports** |  |  | Project Leader + Director |
| **Memoranda of Understanding / partnership agreements** | Reviewed or prepared and recommended by relevant MT member. |  | Director + ExCo (President) |

# PROPOSAL FOR YEARLY PLAN OF ACTION

September Official board meeting (board of directors)

Presentation of last year’s activities and achievements

Presentation of current financial situation

Presentation of yearly evaluation of director and organisation

Revision of strategic framework

Evaluation of board

October Strategic planning meeting (management team)

Development of plan for next 1-2 years

November Approval of strategic plan (executive committee)

January Financial reporting (director)

Past year and planned expenditure for year ahead

February Approval of financial reports (executive committee)

Publish yearly “activities & achievements” (director)

June/July Executive committee meeting

Evaluation of organisation’s performance

Evaluation of director’s performance

Review of strategic framework in preparation of yearly board meeting

Regular updates from director to executive committee

Weekly meeting notes

Monthly skype meeting