

FAMILY HEALTH CARE FOUNDATION



... Changing lives is our Concern

FAHCI POLICIES AND PROCEDURES

2014

POLICIES AND PROCEDURES

OF

FAMILY HEALTH CARE FOUNDATION (FAHCI)

BEHIND TA'AL MODEL SCHOOL,

BUKAN SIDI, JOS ROAD, LAFIA

NASSARAWA STATE

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Background of FAHCI

Welcome to FAHCI. This guideline has been prepared as a guide for policies statement, and benefits to all employees. After you have reviewed all section carefully sign the acknowledgement form and return it to the Admin Officer within one week of collection. Please do not hesitate to seek further Clarification on any points described in the policy.

Family Health Care Foundation (FAHCI) is a registered, voluntary, non – governmental and non-profit making organization committed to the total well-being of people, especially women, youth and people living with and affected by HIV/ AIDS in rural areas and amongst the urban poor.

FAHCI is into the following: HIV/AIDS awareness, HCT and referral services, Care and support for PLHIV, and OVC, water sanitation and hygiene, family planning counseling, and services, adolescent reproductive health, economic empowerment among other.

Vision

“An empowered society where people enjoyed improved quality of life”

Mission

To improve the health and socio-economic well being of the poor and vulnerable communities in Nigeria through participatory trainings, advocacy and quality service delivery

Core Values

Our values is **ASCEND** enabling us to rise to the peak of excellence in all that we do to save and improve lives.

- **A-** accountability and transparency
- **S-** strong commitment and team work
- **C-** compassionate care and support
- **E-** excellence reward and discipline
- **N-** networking and partnership
- **D-** documentation and fact reporting

Strategies

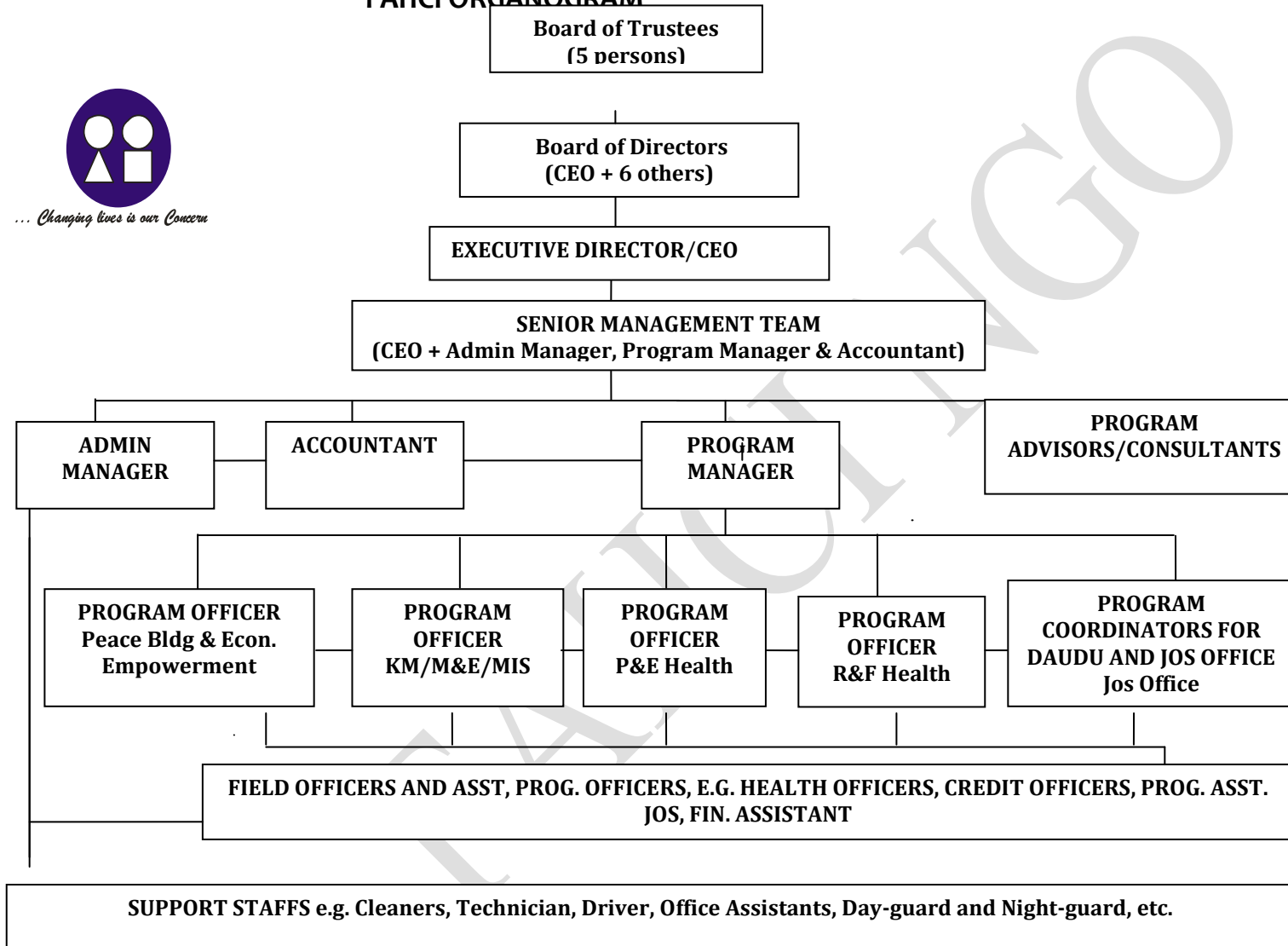
- Advocacy
- Research
- Training
- Service provision
- Gender mainstreaming
- Active

community

involvement

FAHCIINGO

FAHCI ORGANOGRAM



ADMINISTRATIVE POLICIES

Orientation Guide

All new employees and volunteers must go through the orientation manual/program before assuming duty.

Office hours/use of time

Official office hours are from 8:00am – 4:30pm Mondays through Fridays, with an hour lunch break between 12 noon – 2:00pm. However there is some flexibility in arranging each employee's schedule as long as the Executive Director has approved the alternative schedule.

Staff are not to use office hours for their personal engagements unless with due consideration and permission.

Office Practice

All administrative staff must adhere and ensure strict compliance to the lay down office practices and procedures.

Handling of correspondences

- The Officer assistant or any available officer must collect and filed all documents and draw the attention of the Admin officer for prompt action.
- All incoming mails must be duly signed and registered
- All correspondences must be treated with files

Outgoing mails

- All out going mails must be signed by the Executive Director and where she is not available to sign such mails the Admin Officer will sign.
- All mails must be registered in the dispatch book, signed including date and time by the recipient. In the case of hand delivery and courier delivery are entered giving reference to the payment made.

Filing of documents

- All documents must have files
- All projects/activities reports and documents must have separate files and reports and other related documents must be filed accordingly.
- All workshop materials shall be return to office on return from the workshop.
- All documents must be filed and kept in a lock and key filing cabinets
- All filing cabinets must be labeled accordingly

Records

All organization documents and records are kept by the Admin Officer while In-coming and Out- going mails among others are kept by the office assistant and supervised by the admin officer except accounting and asset records which are kept by the Finance Officer and maintenance officer. All project reports/activities are filed in shelves by program officers

Utilization and maintenance of Office assets

- All office furniture/equipment must be recorded in the asset register and properly numbered by the maintenance officer
- The records of asset from the different departments in the organization shall be kept by the officer in charge of those departments who are to report fault to the maintenance officer.
- No staff is allowed to use any furniture/equipment, which is not in his/her custody except with the permission of the officer in custody of the asset
- No furniture/equipment is allowed to leave the office premises without appropriate permission from the Admin officer or maintenance officer.
- Damaged furniture/equipment must be promptly reported to the maintenance officer who will take appropriate decision.
- Request to borrow office equipments and resource materials (including books, CDs, games) by FAHCI members shall be done after filling the asset lending form and approved by the Admin Officer and Executive Director before such equipment/materials are released.

Security

- During office hours the security of the office is the responsibility of all staff and volunteers including Security men on the post. This means that all staff on duty should be security conscious and alert. Any suspicious persons within the premises should be interrogated.
- Time book, movement book and visitor's book should be kept with the security.
- All offices must be properly locked after closing and the key handed over to the Office assistant who opens the office each day for cleaning.
- At resumption staff must ensure that all items are intact and abnormality must be investigated and reported promptly.
- After closing office hours the Gate keys shall be handed over to the employed security officer.
- All FAHCI staff must maintain a high level of communication through the following medium:
 - i. Officially, it must be written and pass through the files
 - ii. Through written memo
 - iii. Through application
 - iv. In case of urgency phone calls could be used to pass information.

Confidentiality

Information related to FAHCI's projects should be disseminated and made available to donors and community stakeholders, while other information is peculiar and discretion is necessary. All communications related to FAHCI work whether verbal or written should be considered confidential.

Information dissemination

FAHCI will use the following medium to disseminate information:

- Media (print and electronic)
- Handbills
- Newsletter
- Memo
- Journals

Communication

Staff must maintain a high level of communication and all communication channels available must be effectively utilized for both internal and external purposes.

OPERATIONAL SYSTEMS

- Accounting
- Management
- Participatory monitoring and evaluation

PERSONNEL POLICIES

In the pursuance of organizational goals and vision, FAHCI will employ staff in the following categories;

- Fulltime paid staff (Permanent employee)
- Part time paid staff (Temporary employee)
- Volunteer staff
- Consultant
- Industrial attachment students (IT)

PERMANENT EMPLOYEE: a full time staff hired by the organization and must have pass through a probation period of **one year** and will be given a permanent letter of employment to replace the temporary letter.

TEMPORARY EMPLOYEES: are staffs hired to supplement the work force for a specific period of time. Individuals in these positions would not normally be eligible for benefits.

CONSULTANTS: are staff engaged for short – term purposes to provide technical or professional services on an agreed fee.

VOLUNTEERS: Is a staff that seeks to renders services to the organization/community voluntarily. These categories of staff are not paid. They get into the organization through registration and payment of dues. The organization would recruit at least 4 to 5 office volunteers who have interest to support and render services to the community. For more details check the volunteers’ policy

INDUSTRIAL TRAINING: This are students from higher institutions enroll for capacity building and also to support the organization in community service delivery. The organization will enroll and accept at least 4 industrial training students within a year.

PERSONNEL FILES

Personnel files will be opened for each employee at the time of employment. Personnel files shall include; Application letter, Acceptance letter, appointment letter, copies of Credentials, passport, CV, yearly performance appraisal and Contact information. **All personnel files are confidential and are maintained by the administrative officer.**

VACANT POSITION:

a. Staff recruitment

All staff and Volunteers must pass through the recruitment processes as contained in the recruitment procedures.

Employed staff will undergo a probation period and be given a temporary letter of appointment. Orientation for new staff shall be two days on assumption of duty.

Full time/Part time staff are recruited after the due process of recruitment as stated below (*please see volunteer policy for recruitment procedure*)

b. Job advert

Existing vacant positions in the organization will be advertised both internally and external for interested and qualified persons to apply.

c. Short listing/selection

Applications are screened using the set criteria for selection of qualified persons for the post being applied and only short listed persons are called for interview.

d. Interviews

All short listed persons must come with their original credentials for interviewed and selection of the most qualified persons to fill the vacant position(s)

e. Offer of appointment/acceptance

Offer of appointment to full time staffs are temporary until after satisfactory completion of the one-year probation period then the appointment will be confirmed. All staff offered appointment MUST accept such offers in writing, which must be received in the office within two weeks of such offer. At the expiration of the two weeks the offer is terminated and the next qualified person will be given the chance.

f. Induction

All new employees into the organization within the first half of the year shall undergo a one week induction course **June** while those employed in the last half of the year will be inducted by **December**. **Induction guide** has been produced and available for inducting new staff and volunteers

g. Staff job description

All staffs are given clearly specified job description after they have submitted acceptance letter. Job descriptions are reviewed annually.

h. Remuneration

Full time paid staff are remunerated based on the salary structure of FAHCI

i. Leaves

With the exception of contract staff, volunteer, part time staff, all full time staff is entitled to a leave upon request and approval from the Admin Officer/Executive Director as follows:

j. Annual Leave

All staff will go on recess from 23rd of every December and resume for normal duties on the 7th, January of the New Year except where the resumption date falls on a weekend, then the next workday will be the resumption date.

Within the year, all full staff are entitle to two weeks or ten working days leaves within a specific time he/she wants.

Please not that all applications for annual leave must reach the Admin Officer not later than one month before the date of commencement of such leave.

k. Compassionate/casual

In the event of death of an employee's immediate family members (spouse, child, brother, sister or parent) the staff is allowed a maximum of 3 – 5 working days compassionate leave pending Admin Officer/Exec. Director's approval

l. Sick Leave

Staff can only proceed on sick leave on the recommendation from a physician from a Government managed Hospital. The duration of the leave shall not exceed seven (7) days at the first instance. Where the condition persists, an extension may be granted by the Executive Director based on a physician's recommendation.

m. Maternity Leave

- Pregnant female full time staffs are entitled to maternity leave not exceeding **ninety days (90)**. Only after two (2) years interval between birth.
- Are entitled to full salary during maternity leave.
- At the expiration of maternity leave, staff are expected to come to work with baby till the expiration of exclusive breastfeeding of six (6) months
- Staff on maternity leave is **NOT** eligible for annual leave.

n. Paternity Leave

- All full time male staff are entitle to paternity leave of not more than 3 days. Only after two (2) years interval between birth.
- Staff under this leave will also be entitled to full salary.
- Staff on paternity leave is also eligible for annual leave.

o. Dressing mode

- All staff and volunteers of FAHCI must dress neatly, smartly and with decency, mostly in English wears except on community activities where dressing shall be according to the culture of the community to give respect and personality to FAHCI.
- Female staff and volunteers are not allowed to wear trousers to the office.
- Traditional wears must only be worn on Friday if desired
- Wrappers must not be worn from Monday to Thursday
- Staffs are expected to dress according to "FAHCI DAY" on every Thursday of the week.

p. Public holidays

National holidays (such as Easter, approved sallah days, democracy day, workers day, and Independence Day) will be observed. Other approved

holidays which are impromptu, will be subject to approval. If it is necessary to work on a public holiday, notice will be given by management.

q. Identification

All FAHCI staff must be identified with the organization by wearing the organization identity card at their duty post and at every transaction outside FAHCI office. On termination of job, the ID card should be submitted to the Admin officer.

PERFORMANCE APPRAISAL

Performance appraisals of FAHCI staff will be carried out once (**January**) every year and all staffs are expected to comply promptly. The appraisal is essentially at process of dialogue between employee and employer; it is a time set aside to discuss what is going well and to suggest other areas for further development. Prior to the appraisal session, the employee must first have self – appraise (self – evaluate) in writing his or her performance based on the job description and performance plan. This is then discussed with the employee’s supervisor and finalized before making an appointment with the Executive Director.

a. Motivation

FAHCI will employ the following approach for now to ensure that staff is adequately motivated for effective performance.

- Written letter of commendation for excellent staff performance as a means of showing appreciation for creativity.
- Comfortable work environment.
- Financial reward where possible
- Staffs are free to be creative in discharging their duties based on the staff’s job description.
- Words of encouragements
- Material award
- Staff promotion
- Salary increment
- Pension scheme
- Insurance Scheme
- Loan Facility to staff
- FAHCI Cooperative

b. Staff training/development

FAHCI supports staff in gaining further skill in order to enhance their professional growth and to extend their professional capacity for carrying out project work. In most cases, this will take the form of attending courses or workshops either in or out of work time. The need for additional training

should be identified, final approval shall be granted after due consultations between the employer and employee. Step down trainings shall be organized and carry out by staff who might have attended any trainings to other staff in the organization.

TRANSPARENCY AND FRAUD POLICY

FAHCI is committed to the eradication of fraud in every sector of its activities. Employees are asked to respect this policy and to help enforce it through carrying out their everyday duties honestly and with the well being of FAHCI as an organization in mind. Fraud in this sense is not limited to embezzling of money, conflicts of interest thus hiring a friend or relative without the consent of the Executive Director, accepting gifts from project partners, vendors and work – related associates, using a vendor who is a personal friend and/or taking a cut of the profits, etc or tempting to misrepresenting of receipts all contribute to fraudulent activities. Any FAHCI employees engaging in these activities will be subject to serious sanction including dismissal.

GRIEVANCE PROCEDURES

GRIEVANCES BETWEEN INDIVIDUALS

- a. Minor grievances should be dealt with in the first instance by talking directly to the person/persons involved.
- b. If the grievance cannot be resolved between the individuals involved, the problem may be taken to the admin officer or the Executive Director. A plan of action will be developed to investigate and address the grievance.

Grievances Which Involve Individuals and the Organisation

1. All staff/volunteer are invited to discuss with the Executive Director, any individual grievances or concerns related to:
 - Understanding of and disagreement with FAHCI's activities or philosophy
 - Job satisfaction
 - Personal problems which impact on work
 - Difficulties with other employee's, including the admin officer
2. If there are problems which impact on teams or the organisation as a whole, a meeting will be held to share and discuss the problem and strategies for resolving the issue.
3. The Executive Director is encouraged to consult with the Board for guidance and advice on any serious grievances raised by staff/volunteer.

DISCIPLINARY PROCEDURES

Disciplinary procedures are not concerned with job performance or ability but with any aspects of an employee's behaviour, which is unacceptable. Disciplinary procedures are serious because they may lead to an employee being dismissed. The procedures in this section should therefore be followed carefully so as to ensure that no one is treated unfairly. Judgements about other people's behaviour may vary from one person to another, and it is therefore especially important to be confident that discipline is the appropriate action to take. In collaboration with the program officers a staff should be disciplined. If it persists the staff should face disciplinary committee.

Responsibility

1. The Admin officer is responsible for minor discipline matters. However, any behaviour which causes the Admin officer to discipline the employee should be notified to the Executive Director, and put in writing on the employee's file.
2. Serious matters of unacceptable behaviour or repeated incidents of minor matters after oral warning should be referred to the Admin officer for action.
3. Behaviour serious enough to require dismissal should be referred instantly to the Executive Director. No one except the Executive Director, or the Acting Director in his/her absence, has the authority to dismiss a member of staff. The Board will not be active in disciplinary matters unless the staff member being disciplined is the Executive Director. However, the Executive Director or Acting Director is encouraged to call upon the Board or individual members of the Board, for advice and support when dealing with disciplinary matters.

Procedures to be followed in Disciplining an Employee

1. Disciplinary procedures will usually proceed through a series of steps starting with an oral warning. Depending on the seriousness of the behaviour, disciplinary action could be initiated at a higher step, including immediate dismissal.

Verbal Warning

- At the first incident of behaviour that requires discipline the Admin officer should give the employee an oral warning.
- The employee should be invited to attend a

private interview with their Admin officer, and the purpose of the interview should be made clear to them at the time the interview is arranged.

- Before the warning is officially given the employee should be given an opportunity to explain their conduct. If the explanation is reasonable the Admin Officer should take it into account.
- The warning should include a detailed explanation of the behaviour that is unacceptable; details of the improvement that is required (if appropriate); and, make it clear that details of the warning will be recorded on the employee's personnel records.
- After three oral warnings for the same or similar behaviour an employee will be given a written warning.

Written Warning

- A written warning may be given either: a) if there is further incident of the same or similar nature within six months of the third oral warning being given; or b) if the first incident of unacceptable behaviour is serious enough to bypass the oral warning stage.
- The employee should be invited to attend a private interview with their supervisor, and the purpose of the interview should be made clear to them at the time the interview is arranged.
- The employee should be told clearly what behaviour has caused the disciplinary proceedings, and be given an opportunity to offer an explanation for their behaviour. The supervisor should then decide whether to continue with the warning.
- The written warning should include a detailed explanation of the behaviour that is unacceptable; the improvement that is required; how the behaviour will be monitored and by whom; and, when the behaviour will be reviewed. A copy of the written warning should be placed in the employee's personnel file.

Further Proceedings

If further incidents arise within one year of the written warning then the matter should be referred to the Executive Director or Board for a

decision on the next action. This may involve counseling, suspension from work without pay or dismissal.

Suspension

- An employee who is suspended for disciplinary reasons must leave the premises immediately.
- The employee must be given written notice of the reasons for suspension within two working days of the date of suspension.
- Unless explanatory external reasons exist a decision about further action resulting from the suspension must be made, and conveyed to the employee within two weeks of the date of suspension.
- Criminal investigations by the police may be classed as explanatory external reasons and no decision should be made until the criminal proceedings have been concluded.

Dismissal

- Only the Executive Director or Acting Director may dismiss an employee.
- Before taking action to dismiss an employee the person responsible for the decision must ensure that the matter has been fully and fairly investigated, and that the employee is guilty **beyond reasonable doubt**.
- If an employee is to be dismissed they will be told in writing and orally the reasons for the dismissal.
- The circumstances of the dismissal will be recorded in the employee's personal file.
- Any person dismissed for disciplinary reasons must leave the premises immediately.
- Under no circumstances will benefits be paid to an employee dismissed for disciplinary reasons.

Behaviour that will lead to disciplinary proceedings

The following list provides an indication of the types of behaviours that are not acceptable. It is not comprehensive, and employees may be disciplined for actions other than those on this list.

Disclosure of confidential information

- Failure to carry out reasonable instructions given by a superior officer or manager

- Continual failure to follow FAHCI policies and procedures
- Frequent absence or lateness without good reason
- Personal behaviour which is contrary to the values and principles of FAHCI and which could have a negative effect on the credibility of FAHCI.
- misuse of FAHCI 's documents
- carrying out the activities of FAHCI while under the influence of alcohol or psychoactive substances
- Negligence with FAHCI 's property, including money
- Aggressive or abusive behaviour towards anyone in or near FAHCI 's premises, or while on FAHCI business elsewhere
- Causing frequent disagreements or conflicts with colleagues
- Defaming FAHCI or any member of its staff

Gross Misconduct:

- The following behaviours are classified as gross misconduct and will result in immediate dismissal. This list is not comprehensive and an employee may be dismissed for other behaviour.
- Violence towards anyone in or near FAHCI 's premises, or while on FAHCI business elsewhere, unless in self-defence
- Bringing violent weapons of any description into FAHCI premises, or on FAHCI business elsewhere for the purpose of violence
- Drunkenness at work
- Theft of property or money belonging to FAHCI or any staff member
- Deliberate damage to FAHCI property
- Falsified documents on application for employment
- Taking or offering bribes, while conducting FAHCI business
- Falsifying receipts or any other documents for personal gain
- Using FAHCI property without permission
- Failure to inform FAHCI of criminal court appearances

Note: Should any employee do anything that breaks Nigeria Law, FAHCI will call or notify the police as appropriate. If advised to do so by the legal adviser FAHCI may take criminal proceedings.

Disciplinary Records

Verbal Warnings: Details of an oral warning will be kept on file for a period of **six months** from the date of the warning. After that period has elapsed with no further incidents of the same or similar behaviour, the warning will be removed from the file and in no circumstances counted against the employee.

Written Warnings: Details of a written warning will be kept on file for a period of **one year** from the date of the warning. After that period has elapsed with no further incidents, the warning will be removed from the file and in no circumstances counted against the employee.

Suspension: Details of a suspension will be kept on file for a period of **one year** from the date of the warning. After that period has elapsed the warning will be removed from the file and in no circumstances counted against the employee.

Dismissal: If an employee is dismissed for disciplinary reasons the details will be held on file indefinitely, and **may** be used if other parties request information about the employee.

Termination/retirement

An employee's contract of employment is terminated by any of the following conditions.

- Expiration of the period for which the contract was written.
- Conclusion of FAHCI activities requiring the services of that employee
- Death of the employee before the end of the contract period
- Unsatisfactory performance or illegal activity on the part of the FAHCI employee resulting in termination of the contract.
- A notice of one month shall be written to the organization by the employees or the organization to the employee before resignation or the refund of one month salary.

In relation to unsatisfactory performance, FAHCI may terminate an individual's employment at the discretion of the Executive Director or based on a number of factors that include but are not limited to the following:

- Non-compliance with the terms of employment
- Unsatisfactory performance
- Unprofessional conduct and/or misconduct on duty (intoxication during working hours, use of controlled substances, abuse, harassment or threats towards other)
- Fraud theft or conflict of interest
- Violation of the confidentiality clause
- Violation of the FAHCI security regulations and working guideline
- Any employee found guilty under Nigerian law of a criminal or violent activity.

Terminated employees will be given a one – month notice or payment in lieu of notice. An employee has the right to appeal a recommendation to terminate his/her service within 24 hours by going through his/her supervisor or head of unit. The employee is assured of a fair hearing before a decision is made to end his/her appointment.

STAFF CONDUCT

Ensuring staff unity for the smooth running of the office is the responsibility of everyone. Staff should aim for the following:

- Always report on time to work
- Keep visitors and personal calls to a minimum
- No personal errands (other than emergencies) during working hours.
- Fill out appropriate log book when using office equipment and keep work area tidy.
- All communications should be clear, professional and respectful. It is expected that there will often be different views. This should be considered healthy so long as the difference is not of a personal nature.

SALARIES AND BENEFITS

Salaries for FAHCI staff are distributed through a basic pay and allowance grading system. The initial grade of an employee is determined by the individual's knowledge, skills and abilities as well as previous work experience and salary history. Allowances are calculated into an employee's salary to help with housing, medical, transportation and other costs.

The salary structure stipulates that, for SSCE holder at start is Grade A/Step1 (A/1) N 6, 100. Diploma/NCE at start is Grade B/Step1 (B/1) N 9, 760 and B.Sc/HND at start is Grade C/Step1 (C/1) N12, 200. The salary structure grading system is reviewed at the discretion of the Executive Director and management.

In term of project salary, a specified salary for project staff higher than others, FAHCI may use her discretion to ensure that other staff benefit from the salary.

REMITANCE FROM WORKSHOP/TRAININGS AND MEETINGS

All staff and volunteers shall submit type written report and remit 20% of all workshop/training allowances on return from the workshop to the Accountant and notify the Admin Officer.

SALARY ADVANCES

Staffs are eligible to apply to the Executive Director for salary advances only in cases of genuine need (bereavement, medical attention, marriage, academic purpose). The maximum amount available for a salary advance at any given time is one month's salary to be paid back in equal installment over a three – month's period. A grace period of one month is allowed at the time of the request.

STAFF WELFARE COMMITTEE

The staff welfare committee is a voluntary committee that exists to support and enhance overall staff well-being. The committee is composed of FAHCI employees mandated to address the needs and concerns of FAHCI staff at all levels. Consequently, the following social events or issues shall be considered and address accordingly for the well being of the staff:

BIRTH

At the notification of child birth, the committee shall facilitate the contribution of five thousand naira only (N 5,000.00) by staff members and FAHCI contributing 40% and 60% respectively to the beneficiary to procure gift or cash.

BEREAVEMENT

The sum of five thousand naira only (N5, 000.00) in addition to condolence letters shall be given to any staff who is bereave either of a parent, child and/or spouse. The welfare committee shall be in charge of raising the contribution when notified of the incidence.

The organization (FAHCI) shall contribute 60% of the total amount while staff members will make up the 40% balance and bear the cost of transporting the support to the benefitting staff. The committee shall be responsible in deciding the appropriate number of staff representative for the condolence.

MARRIAGE

The same procedures and amount of N10, 000.00 for bereavement shall be applicable to marriage, but with the exception of condolence letter which shall be replaced by felicitation letter.

MANAGEMENT INFORMATION SYSTEM (MIS)

PURPOSE

To describe the principal management information reports to be prepared on a periodic basis

OBJECTIVES

To provide the stakeholders and interest groups reports on the activities of FAHCI and provide the basic data to be used by the management in preparing future plans for the organization.

RESPONSIBILITIES

The Executive Director in collaboration with other departmental/units heads shall investigate the reasons for significant variances between actual results and budgets and report them to management regularly; for decision-making.

The quality of decision-making will depend on the availability of required information on a regular basis say monthly, quarterly, yearly etc.

Management information system is designed to:

- Ensure that relevant reports are submitted on time for necessary control actions.
- Such reports are not only timely but readily made available to the intended users
- Reports are written and presented on standard formats so as to give meaningful information
- Actual performance is compared with budget to show deviations from estimates.
- Significant deviations from budgets are investigated and causes identified.
- That immediate action is taken to remedy the situation.

FINANCIAL STATEMENTS

Income and Expenditure account and Balance Sheet

- a) The income and expenditure account provides information in summary form of revenue received and revenue expended in a given period or the financial year.
- b) The balanced sheet on the other hand will show the state of assets and liabilities of the organization on a given date as at the end of the financial year.
- c) These statements shall be prepared periodically say monthly, quarterly and at the end of each year.
- d) The revenue and expenditure items on the income and expenditure shall be compared with budgeted estimates and reasons for deviations identified.
- e) The excess of income or expenditure resulting from the activities to date will be carried forward to the balanced sheet as revenue reserve.

PROJECT DESIGN/MANAGEMENT

All project initiative must be designed to respond to the needs of FAHCI's target groups.

Project initiation/design

Staff must ensure that they use participatory approach in conducting needs assessment, problem identification and prioritization.

Program design process

Staff must ensure that the following project cycle is strictly adhered to:

- Problem identification
- Problem analysis

- Setting program goals/ objectives
- Developing activities
- Develop appropriate monitoring information system
- Prepare detailed activity plan
- Determine budgets for each activity
- Implement activity
- Monitor and evaluate.

Project Implementation

Detail activity plan must be prepared by the team and must have the monitoring component.

Activities are carried out based on the agreed activity plan.

Project monitoring and evaluation

Before the commencement of each project appropriate monitoring tools must be agreed upon.

Team members must have a shared understanding of modalities for data collection, analysis and reporting the information promptly.

Reporting format

Appropriate forms must always be used for project reporting. Where reporting format is not given, FAHCI shall use hers.

Project review

FAHCI will conduct quarterly project reviews for all projects; however, certain reviews may be conducted to suit donor requirement.

Project staff must ensure that all documents and reports are available as when due.

AMENDMENT OF PERSONNEL POLICIES

I. Process for Recommending Amendments

Staff may recommend amendments to personnel policies through staff meetings or in writing to the Executive Director. A personnel committee may be established to research and make recommendations on specific policies. Proposed changes will be reviewed by the Executive Director and forwarded to the Board for consideration.

II. Discretion of Director and/or Board in Amending Policies

- a. It is difficult to anticipate all possible circumstances in formulating policies. The Executive Director and/or Board are given discretion in several parts of these policies to approve exceptions in extraordinary circumstances without

requiring changes in the personnel policies. It is expected that any exceptions granted would be consistent with the spirit and intent reflected in these policies.

- b. The Executive Director or Board can also initiate amendments to these policies. In some cases changes in policies might be necessitated by changes in Nigerian Law. Amendments may also be necessary to respond to organisational growth or changing circumstances. Any changes initiated by management will be discussed with staff before they are put into effect.
- c. Any changes to these policies require the approval of the Board.
- d. FAHCI reserves the right to amend any aspect of this policy during crisis or natural disaster. Staff will be informed and every effort will be made to honour and preserve staff benefits and conditions within the constraints of the crisis.

Sign: _____ Date: _____

Board Chairman

Sign: _____ Date: _____

Executive Director