GREEN PARTNERS ASSOCIATION
Engaging-Empowering-Equipping for; a resilient People, resilient Planet & resilient Profit

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OPPERATIONAL MANUAL

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1 Introduction

This Operations Manual for Green Partners Association (GPA) is intended to serve as a general guide to GPA's governance and processes for the organization's internal and external stakeholders, summarizing key provisions and the main internal operating policies and procedures.

GPA maintains more detailed procedures in a number of areas. Separate protocols are developed in relation to these that are kept up to date by staff under the responsibility of the Senior Management Team (SMT). The manual will be regularly reviewed and amended to reflect new requirements and best practices.

Transparency

Accordingly, GPA communicates as transparently as possible, in particular in relation to:

• *Governance*: The governance structure as well as names and positions of the members of the Board(s), Committees, Juries, etc. will be publicly available. However, the minutes of the Board meetings are confidential.

• *Governing documents*: the Charter, the Bylaws and the relevant policies will be publicly available.

• *Activities*: GPA activities and events shall be communicated/published openly on the website and other relevant channels.

• *Studies*: studies and research financed or undertaken by the organization will be shared widely;

2- Governance

The governance structure of GPA respects the basic principles of good governance.

Management Board

The Management Board/Senior Management team(SMT) is responsible for day-to-day management of the organization. The MB can set up Committees in order to prepare and inform its decisions.

Composition: The MB/ SMT is composed of two or three persons. The members of the MB/ SMT are elected by the BD. Board members must demonstrate specific competence and experience with regard to the organization's activities.

Executive Director and Chairman: As permitted by the bylaws, the Executive Director is also the chairman of the BD.

Executive Director (ED) to deal with the ongoing business of the organization. In particular, he/she is responsible for the selection and management of the employees and service providers, public relations and communications. The Executive Director keeps the other members of the MB informed of important measures and events on an ongoing basis.

The Executive secretary and Program Coordinator: Deals with general representation, administration of the organization and implementation of its projects.

Division of responsibilities: The MB may decide on a division of responsibilities whereby its individual members are assigned certain ongoing tasks to be executed independently. The assignment of individual responsibilities does not affect the joint responsibility of the body's members.

The MB/SMT is responsible for the fulfilment of the organization's purpose, in particular for:

• Financial Management

- Management of the organization's assets.

- Bookkeeping

- Decisions regarding the building and liquidation of reserves.

- Assurance of compliance, safeguarding against corruption, risk management.

- Preparation of an annual budget for the following business year.

• Organization

- Development of policies/manuals to ensure proper operations.

- Employment of personnel.

• Programmes

- Allocation of funds and grants to pursue the organization's mission.

- Monitoring and evaluation of grants and programme performance.

- Communications and PR.

• Reporting

- Preparation of an annual report;

- Preparation of annual financial statements

Board Meetings

Frequency of meetings: The BoD must meet at least one time a year. Additional meetings can be held if deemed appropriate or necessary. The BoD must convene a meeting if requested by two members of the BoD. A meeting can be held via telephone or video conference, provided that no member disagrees.

Invitation: The meetings are called and led by the Chairman. An invitation and agenda must be sent out at least two weeks before the meeting date.

Documentation: Every Board meeting is to be documented by written minutes, signed by the Chairman and secretary. The minutes are to be made available to all members of the BoD.

Resolutions: A resolution of the BoD is necessary for all matters that fall within its decision-making authority.

BoDs oversees the activities of the organization and provides strategic guidance. .

Responsibilities: The BoD's responsibilities are to provide strategic guidance and to take the fundamental decisions to be executed by the MB/ SMT. In particular, the BoD has the following responsibilities:

• Responsibilities vis-à-vis the MB

- Election of the members of the SMT.

- Support and oversight of the SMT.

- Authorisation of transactions that need prior consent of the BoB.

• Financial oversight

- Approval of the annual budget.

- Appointment of the auditor.

- Serve as internal auditors

- Approval of the annual financial statements.

3 Budgeting and Financial Management

3.1 Budget

The MB/ SMT of the organization presents an annual budget forecast that is submitted to the BoD and to any donor who requires it.

The annual budget includes:

• Planned expenses for the year.

• Planned sources of income for the year (payouts from reserve fund and sinking fund, investments earning, third party donations).

A proposed budget for the following year is to be presented to the BoD no later than one month before the end of a given financial year. Until the approval by the BoD, the organization can continue to cover both running costs on the basis of the previous year's budget and existing grant commitments but cannot make new grant commitments.

3.2 Accounting System and Functions

GPA's accounting year is the calendar year. It ensures that proper books are maintained as necessary to properly record and account for the following content:

• Assets, including:

- Endowment capital, spendable capital, reserve funds and other contributions classified appropriately.

- Donor-advised funds (the financial contributions of its different donors as required by their respective contracts).

- Current use donations.

- Any tangible assets (equipment, etc.) owned by GPA.

• Liabilities, including a schedule of committed grants showing in reasonable detail the scheduled date of disbursement.

• Revenues, including donations and income from investments.

• Operational expenditures.

The bookkeeping and accounting systems are adapted so that they enable and support the preparation of annual financial statements meeting the requirements of the organization law and the audit thereof by an independent accounting firm. *(for details see financial policy)*

4 Reporting

Proper reporting is an essential management responsibility in order to comply with legal and contractual obligations and to be accountable to state authorities, donors and the wider public. In view of the diverse group of stakeholders, it is important to harmonize reporting requirements so that reporting efforts remain at a reasonable level. To this end, GPA produces multi-functional reports that can be used for different target groups.

4.1 Annual Report

GPA produces an annual report on its activities that will be made available to the public on the website.

4.2 Audited Financial Statements

GPA follows standard procedures to report on the financial status of the organization.

Statements: GPA will produce annual financial statements including an income statement and balance sheet.

Audited annual accounts must include:

• Balance sheet showing the assets and reserves as at 1 January and the balance as at 31 December.

• Presentation of the spendable assets, including any contributions as well as actual spending.

• Earnings from the organization's assets.

• Any additional contributions to the endowment capital or the spendable capital.

• Any donations of third parties in furtherance of the organization's purpose.

• Donations of Members of the BoDs.

Audit: The financial statements are to be audited by a nationally recognized independent auditor. The auditor is appointed by the BoD. Donors may have separate audit requirements that must be considered and harmonized, especially as they relate to the GPA's programs. Procurement processes may also be the subject of review for compliance by an auditor.

4.3 Annual Donor Report

GPA submits a harmonized annual report to all its donors, which informs about the organization's activities, finances, and all relevant developments. The report will be written in English.

4.4 Monitoring and evaluation

At the project level, GPA's M&E team are fully responsible for monitoring project activities in line with the project results framework. This monitoring should include field visits and regular reporting.

The M&E team is also responsible for monitoring entities that work in close collaboration with GPA. They do this through field visit, data collection and reporting to management. *see M&E policy*

5 Communications

Clear and transparent communication is of great importance to the GPA. The organization makes use of a variety of channels and tools to facilitate its communications with stakeholders and the public. In principle, the communications officer is responsible for public relations and communications.

5.1 Communication Tools and Channels

Public annual report: The public annual report informs all stakeholders about the operations of GPA. The report is published on the website and made available to donors. As a rule, an annual report presents a broad overview as to the governance, the activities as well as the financial situation of the organization.

Website: GPA's main communication channel is the website *www.greenpasso.com*. GPA has procedures in place to keep the website complete and updated.

Social media: The organization uses social media (e.g. Facebook, YouTube, Twitter account) as a communication channel to share news and information about organization activities. Access to the account is restricted to organization's staff only.

PR material: GPA has a number of public relations products, both print and digital. This includes a brochure, rollup, fact sheets, e.g. 'fact and figures' as well as individual project fact sheets, and a poster.

Conferences, events, and workshops: As per the by-laws, part of GPA's mission is also to foster the exchange of knowledge and to share learning and best practices in the field of education and developmental issues. Conferences, events and workshops are thus an important element of the organization's communications' strategy.

Language: GPA targets national and international audience. To this end, the main working and communications language of GPA is English.

Photographs other Copyrighted Material. GPA publishes photographic and other copyrighted material only with the written permission of the owner. GPA generally consents to the use of the GPA logo by other stakeholders. Rights to use any copyrighted material owned by GPA may be granted on a case-by-case basis.

5.2 Branding

Donor branding: GPA fulfils the requirements and specifications made by third party donors concerning branding in all materials published by it, including its website, brochures and the like.

6 Complaints Management

GPA fulfils the requirements of donors on the management of complaints of local stakeholders in their project areas. In the event of serious complaints or those that cannot be resolved promptly, the GPA is obligated to inform its donors of the details.

7 Procurement

Procurement of goods, works and related services and consulting services shall be based on strict ethical principles and shall conform to GPA's internal procurement policy as described in this section. The procurement of goods, works, and related services as well as consulting services shall also take into account national and international best practices.

The following general principles apply to the procurement process:

• The bidding period will be fixed in a way that allows the bidders sufficient time to prepare their bids.

• The procurement process will comply with GPA's principles. At each step of the procurement process and specifically before a procurement decision is made, the procurement needs to be verified by two persons.

• Selection processes must be confidential. While a tender procedure is ongoing GPA will not release any information on the assessment of the bids or the recommendations on the award of contracts to bidders or to any other persons who are not officially involved in the selection procedure.

The following thresholds apply to procurement:

SN	Type of goods, services or works procured	Contract value	Procurement method
1	Any type4	< 500,000 FCFA	Discretionary Award (= Direct Award)
2	For standard goods and services	≥ 500,000FCFA but < 3000.000FCFA	Price quotation proforma(at least 3 qualified bidders)
3	For consulting services, non-standard goods and non-standard	≥ 3,000,000FCFA but < 1,000,000FCFA	Limited Competitive Bidding publish online publish etc(LCB)
4	For works (construction)	≥ 1,000,000 but < 50,000,000FCFA	Limited Competitive Bidding (LCB)

1- Exceptions possible depending on the context
2- Exceptions may also occur in situations of war when we don’t have many suppliers and in hard-to-reach areas with limited access to goods and services.
3- Exception also applies here because GPA has made it a duty to document a list of suppliers and their price for goods and services.

8. Risk management

8.1 Overview of the GPA's Risk Management Strategy

The GPA will actively manage risk through informed risk management practices. The governance structure of the GPA offers an opportunity to develop a common understanding of the risk context and mitigation measures. GPA uses the following definitions:

• **Risk** – the uncertainty that affects the outcome of activities or interventions.

• **Risk assessment** - the process to determine the nature and extent of risk by analyzing hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend. A comprehensive risk assessment not only evaluates the magnitude and likelihood of potential losses but also provides full understanding of the causes and impact of those losses.

• **Risk management** - to all activities required to identify and control exposure to risk that may impact results. The role of risk management is to limit exposure to an acceptable level of risk in relation to the expected gain by taking action to reduce the probability of the risk occurring and its likely impact.

9 Additional Procedures

This Operations Manual provides guidance on the organization's main internal operating policies and procedures. In a number of administrative areas, GPA maintains additional procedures, the details of which exceed the scope of the manual. For these matters, separate protocols are or will be developed and regularly updated by staff. Matters covered include, without limitation, the following:

• Human Resources, Hiring Practices and Payroll: The relevant protocols ensure that GPA implements its operations in conformity with sound financial and human resources practices.

• Information technology: GPA provides computers and related IT equipment to its employees and the relevant protocols are designed so that GPA maintains data and information storage management in line with relevant security and accessibility standards and general policies on computer use.

• Travel Policy: Within GPA, air travel takes place in economy class. Travel of GPA staff is approved in advance by the SMT.