



POLICIES AND PROCEDURS

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POLICIES AND PROCEDURS

SECTION ONE:

ORGANIZATIONAL INFORMATION

1.1 Mission

RDA Canada aspires to empower the people of Raya to help them alleviate the economic hardship by undertaking a series of projects in the area of: agriculture, public health, education, and sustainable economic development programs.

1.2 Vision

To be an integral part of the Raya people in their effort to overcome the entrenched poverty in the region.



1.3 Values

We value integrity and transparency. If we say it, we will do it.

We put community first. We aspire to work in collaborative and friendly environment.

We inspire people to challenge themselves and to help them achieve the “unachievable” in a safe and environmentally friendly manner.

We uphold the dignity and human rights of every individual

1.4 Purpose

To develop education-based youth empowerment programs, undertake quantitative development projects that yield sustainable economic growth, advocate for environmental protection, and collaborate with local experts and administrations for the improvement of public health, with in the boundaries of the following objectives.

1. Provide relief of poverty by:

- a. Providing financial assistance to low income farmers who reside in villages and rural areas of Raya, Southern Tigray Region in Ethiopia who are having difficulties to feed themselves and their families due to loss of crops because of draughts and other environmental causes.
- b. Initiating and financing low cost micro projects to drill water wells for clean drinking water and/or irrigation for the people residing in the villages and rural areas of Raya where the residents are poor and can not afford to finance these types of projects.
- c. Initiating and funding low cost micro projects that will provide alternative source of fuel for cooking, heating and lighting in the ruler areas of Raya. These projects will be limited to installing low cost solar panels for lighting, building anaerobic digesters for heating, purchasing and installing mechanical wind mills to pump water for shallow boreholes, and purchasing and installing manual or electrical water pumps whenever budget permits.

2. Provide the advancement of education by:

- a. Building or renovating schools, exclusively elementary schools, in small towns and villages in Raya.
- b. Providing learning materials such as books, computers, blackboards, and desks tor elementary schools in the rural and villages of Raya where the schools are poorly funded and in dire shortage of such materials.
- c. Providing breakfast programs for boys and girls from low income families at the elementary schools in villages and small towns of Raya
- d. Providing scholarships for exceptional and most improved student. Provide financial assistance for students who complete elementary school but do not have enough funding to move to the next town to continue high school if high school is not available nearby.
- e. Providing equipment and uniforms for sports activities setup as part of the extracurricular activity programs in elementary schools in Raya.



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- f. Provide financial assistance for workshop programs which are part of the education curriculum and designed to expand the knowledge capacities of the students in these schools.
- 3. Provide advancement of public health by:**
- a. Collecting and sending donated medical supplies and equipment to clinics and health centres serving impoverished areas in small towns and villages in Raya.
 - b. Provide sanitation facilities for boys and girls in schools, mainly elementary schools in Raya where these facilities are not available.
 - c. Advocating to local authorities for construction of rural roads to link villages and small towns in Raya to nearby health centers. The main objective of this advocacy is to open up access to ambulance and other emergency services for children and expecting mothers.

(change ratified on November 22, 2020)

1.5 Background

Because of its suitable landscape and favorable climate for agriculture and livestock, the Raya region is considered as one of the agricultural heartlands of Ethiopia. Its close proximity to the ports of Assab and Djibouti makes it auspicious for development of modern farming and exportation of agro-products.

The lack of modern farming techniques, underdeveloped roads, the absence of well-planned economic development programs, chronic shortage of skilled workers and vicious cycles of recurring droughts, have become the main impediments to the Raya people to breakthrough the poverty threshold in their region.

By focusing on projects that bring-about root-cause solutions, we believe that we can be an integral part of the Raya society in their effort to stop the recurring wealth depletion and pave their way towards sustainable economic growth.

Our programs will include education & youth empowerment initiatives, renewable energy solutions for rural areas, Introduction of modern agricultural techniques, environmental protection, advocacy for improved public health, introduction of small scale manufacturing workshops for knowledge transfer, advocating for ancillary roads linking remote villages to health centers, reforestation and indigenous plant restoration programs.

1.6 Organization Structure

Please see: <https://www.rdacanada.org/org-structure>



SECTION TWO:

ORGANIZATION BUSINESS

2.1 Certificate of Incorporation:

Federally Incorporated as not-for-profit organization in Canada on August 8, 2019 and subsequently obtained its Registered Charity Status in Canada on Dec 23, 2020.

2.2 Constitution

Please see by-law: <https://www.rdacanada.org/our-bylaws>

2.3 Common Seal:

1. The common Seal is to be affixed to all legal documents; The Common Seal is to be kept in a secured location
2. The Board of Directors will approve the affixing of the Common Seal whenever it is used.
3. The Secretary will keep a Common Seal Register.

2.4 Annual General Meeting

1. An Annual General Meeting (AGM) is to be held each year, within (eight) months of the end of the financial year.
2. The Board of Directors and some of the general member are involved in the preparations for the AGM.
3. Notice of the general meeting must be sent to the general member and individuals who may be invited to the meeting.
4. An agenda for the meeting including special resolution to be proposed, if any, must be detailed in the notice
5. An annual membership report must be prepared with the following reports to be included:
 - a. Chairperson's report:
 - b. Treasurers report.
 - c. Outline of achievements in both organizational development and project delivery over the past year.
 - d. Auditors report.
 - e. Financial statements for the year closed



6. After the completion of the AGM, the copies of the Annual Tax Return, the Auditors report, financial statements, Treasures report of the organization for the year end must be sent to the Office of the Oversight Committee for filling.
7. After the completion of the AGM, if those people holding executive positions are newly elected, the Office of the Oversight Committee must be notified.
8. All documents relating to the Association should be handed over from the outgoing Committee to the newly elected Committee.

2.5 Induction for New Association Members

1. To join the RDA Canada, applicants must fill out a membership form and pay the appropriate membership fee.
2. In completing this form, applicants must agree to abide by the Objective, Vision and Mission of the Corporation.
3. All new applications for membership are approved by the Board of Directors
4. When an application for membership of the Association has been approved by the Board of Directors, a letter is sent informing the person of their membership. Alternatively, the letter can be emailed to the individual. Included with this letter are: The constitution^[SEP]The mission statement, Vision, objectives and other relevant information.

2.6 Board of Directors Meetings

1. Board of Directors meetings will be held monthly.
2. All Board of Directors meetings will be held on premises or via Video or Teleconferencing and will run for approximately two hours.
3. Board Members must attend the meeting in person, if members are unavailable to attend the meeting, they should contact the service to register their apology.
4. A quorum will be required for each meeting to proceed and will be comprised of half the number of members plus one.
5. In the week prior to the meeting being held, the Secretary will collect and send a range of reports to all members of the Board of Directors so that they may become familiar with the contents of these reports prior to the meeting. The reports sent will include:
 - a. An agenda for the meeting.
 - b. Minutes of the last Board meeting.



- c. correspondence and emails and other documents relevant to the meeting
- d. If the Secretary is unavailable, the Chairperson will appoint from one of the Board members to facilitate the meeting.
- e. At the beginning of the meeting, a member of the Committee will be nominated to record the minutes for this meeting. These minutes will be passed on to all attendees.
- f. The Secretary will store the minutes and all relevant files.

2.7 Induction for New Board Members

1. Each Board member must meet the requirements outlined in Canada not-for-profit corporation Act, Article 126.
2. The first Board of Directors meeting immediately after an AGM will be set aside for induction purposes.
3. The outgoing board members will be present at this meeting
4. At the first meeting, the newly elected members of the Board will be provided with a range of documents including:
 - a. Constitution.
 - b. A document containing the objectives of the organization, including the mission, vision and values of the organization.
 - c. Current strategic plan, list of active projects, the organization's policies and procedures manual.
 - d. The corporation's financial reports including audit reports and tax return statements.

2.8 Roles and Responsibilities of the Board of Directors

1. The Board of Directors has the overall responsibility for the operation of the organization.
2. The Board operates within the corporation's Articles of Incorporation, the Canada not-for-profit Corporations Act, The Corporation's bylaw and internal policies and procedures. Incorporation
3. The Board of Directors will ensure that these documents are available to each Board member and the general member of the corporation, as well as to the general public within the frame work of its constitution.
4. The Board is responsible for ensuring consistency between all actions of the corporation and the policies and constitutions of the corporation.
5. The Board should ensure that the general direction of project delivery is consistent with internal requirements and external demands of the corporation such as culture, ethics, procedures, bylaws and service agreements.
6. The Board is responsible for providing a workable, sustainable, efficient organizational



infrastructure to allow for the effective provision of services by member and stakeholders.

7. The Board is the accountable body of the organization and is responsible to the funding body and community in general for the distribution of funds and the provision of quality of projects.
8. A member of the Board of Directors may resign prior to the end of his/her term. The resignation should be received in writing. The Board of Directors may fill this vacancy on a temporary basis until the next AGM.
9. The Constitution refers to a number of situations in which a member of the Board of Directors may be removed from office.
10. Executive positions (Chairperson, Secretary, Public Relations Officer and Treasurer) of the Management Committee may be elected by the incoming Committee at the first meeting after the AGM.
11. The Chairperson is responsible for: ensuring all meetings are correctly conducted, Signing all official correspondence, having a general, overview of all business of the organization, including service delivery, liaising regularly with the Secretary, Treasure and public relation officers, being available to discuss any organization, financial, staffing or service delivery issue when requested.
12. The Secretary is responsible for: ensuring that all meetings are properly recorded and that the minutes are placed in the Minutes Book, stamped with the common seal and signed. Ensuring the effective running of the AGM in conjunction with other members.
13. Finance Officer/Administrator is responsible for administering all of the corporation's financial books The Finance Officer is responsible for data entry and the day-to-day overseeing of financial matters. The Finance Officer provides information regarding the financial position of the organization to the Chairman or the Board of Directors when such information is either requested or comes to the attention of the Financial Officer. The Financial Officer provides monthly written reports to the Board of Directors Financial Officer is responsible for riling report and filing taxes with the government.
14. The Treasurer is responsible for. Overseeing the financial management of the organization in conjunction with the Finance Officer and Financial Consultant, if available. Present financial reports at Board Committee meetings and at the AGM. Monitor annual budget in consultation with Coordinator, Finance Officer and Financial Consultant, if available. Ensure that all financial transactions are correctly recorded and reported.
15. Each Member of the Board of Directors is individually responsible for ensuring that their participation is ethical and lawful and complies with the Associations Incorporation Act and the Constitution of the organization. The organization will ensure that Directors and Officer's Liability Insurance is in place in the event that another party initiates legal action against the Management Committee.
16. The Public Relations Officer is responsible for: Ensuring that all publications, announcements are broadcasted as per the corporation standards, Ensures the expansion of membership and



advertising of service, finding sister organization and coordinating joint ventures with other NGOs.

SECTION THREE:

Ratified on December 7, 2019

CODE OF ETHICS & CONDUCT

Ratified on December 7, 2019

3.1 Responsibility

1. Responsibly maintaining itself, RDA Canada shall conduct its activities for the sake of others, whether undertaking projects in Raya or for the public at large.
2. Its elected officials or the membership at large shall not misuse public money raised for the purpose of executing its projects for selfish purposes and all its assets are to be treated with utmost seriousness, as a public trust.
3. RDA Canada recognizes that its conduct and activities impact on the public's perception and that it shares responsibility for the activities it undertakes.
4. RDA Canada shall exhibit a responsible and caring attitude toward the environment in all of its activities.

3.2 Cooperation

1. RDA Canada will work beyond borders of politics, religion, culture, race and ethnicity, within the limits of the organizing documents and with organizations and individuals that share common values and objectives.
2. RDA Canada will work or collaborate with any government of a region or regions in which it is conducting its projects in a politically neutral manner.

3.3 Human Rights and Dignity

1. RDA Canada respects and will not violate any person's fundamental human rights, with which each person is endowed.
2. RDA Canada recognizes that all people are born free and equal in dignity.
3. RDA Canada will respect the moral values, religion, customs, traditions, and culture of the communities it serves.

3.4 Transparency and Accountability



1. RDA Canada will be transparent in all of its dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personal matters and proprietary information.
2. RDA Canada's basic financial information, governance structure, activities, and listing of officers and partnerships shall be open and accessible to public scrutiny and the Organization is to make effort to inform the public about its activities, projects and the origin and use of its resources.
3. RDA Canada will be accountable for its actions and decisions, not only to its funding agencies and the government, but also to the people it serves, its staff, volunteers and members, partner organizations, and the public at large.

3.5 Truthfulness and Legality

1. The corporation will issue accurate information, whether regarding itself and its projects, or regarding any individual, organization, project, or legislation it opposes or is discussing.
2. The Organization will not engage in any activities that are unlawful under the laws of the nation in which it is organized or works, and must be strongly opposed to, and not be a willing partner to, corruption, bribery, and other financial improprieties or illegalities.
3. Any member, staff or volunteer should confidentially bring evidence to the Board of Directors of any misconduct of anyone associated with the organization.
4. RDA Canada will accommodate all of the legal obligations in the countries in which it is organized or works. Such obligations may include laws of incorporation, fundraising legislation, equal employment opportunity principles, health and safety standards, privacy rules, trademark and copyright legislation, and so forth.
5. The Board of Directors will take prompt corrective action whenever wrongdoing is discovered among its staff, governing body, volunteers, contractors, and partners.

3.6 Not-For-Profit

1. RDA Canada is organized and operated as a Registered Charity and not-for-profit organization. Any surplus that is generated through its operations is to be utilized solely to help the organization fulfill its mission and objectives. No part of the net earnings of the Organization is to inure to the benefit of the directors, officers, members, volunteers or employees of the organization, or to any other private persons, except that the Organization may provide reasonable compensation for services provided to the organization.
2. The Organization is not to be operated for the primary purpose of carrying on a trade or business, unrelated to its mission and stated objectives.



3. The Organization is prevented by virtue of this policy, its articles of incorporation and its bylaws, from distributing profits or assets for the benefit of individuals both during operation and when winding up operations.

3.7 Non-Governmental

1. The organization is not to be part of, or controlled by, any government or an intergovernmental agency.
2. The organization shall not act as an instrument of government foreign policy, but act independently of governments.
3. RDA Canada shall not seek to implement the policy of any government.
4. The Organization's properties and assets including social media platforms prepared for the use of the Organization shall not be used for promoting, propagating or condemning any political policies of a government or individuals.
5. No member of the Organization is allowed to use the organization's assets, events, social medias, and other platforms for promoting, propagating or condemning any political policies of a government or individuals.
6. No member of the Organization is allowed to use the organization's assets, events, social medias, and other platforms for promoting, propagating or condemning any religious views or doctrines of an organization or individuals.

3.8 Conflicts of Interest

1. This conflict of interest policy is designed to help directors, officers, and general member of RDA Canada identify situations that present potential conflicts of interest and to provide the Organization with a procedure that, if observed, will allow a transaction to be treated as valid and binding even though a director, officer, or employee has or may have a conflict of interest with respect to project selections, site selections, appointment of officers or any monetary or non-monetary transactions.
2. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in federal or provincial law, the law shall control.

3.9 Definitions of Conflict of Interest:

For purposes of this policy, the following circumstances shall be deemed to create Conflicts of Interest:

1. Outside Interests.
 - a. An Agreement or Transaction between RDA Canada and any member of its Board of Directors or his or her Family Member.



b. An Agreement or Transaction between RDA Canada and an entity in which a Board of Director or a Responsible Person or Family Member has a Material Financial Interest or, of which such person is a director, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative that entity.

2. Outside Activities.

a. A member of the Board of Directors or A Responsible Person competing with RDA Canada in the rendering of services or in any other Agreement or Transaction with a third party.

b. A member of the Board of Directors or A Responsible Person having a Material Financial Interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative of, or consultant to; an entity or individual that competes with RDA Canada in the provision of services or projects or in any other Agreement or Transaction with a third party.

3. Gifts, Gratuities and Entertainment.

A member of the Board of Directors or A Responsible Person accepting gifts, entertainment, or other favors from any individual or entity that:

- a. does or is seeking to do business with, or is a competitor of RDA Canada;
- b. or has received, is receiving, or is seeking to receive a loan or grant, or to secure assistance in the form of projects or other financial commitments from RDA Canada;
- c. is a charitable organization;
- d. Under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Board member or A Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value that are not related to any particular transaction or activity of RDA Canada

3.10 Procedures.

1. Before Board or Committee action commences on any Agreement or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting.

2. A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.



3. A person who has a Conflict of Interest shall not participate in or be permitted to hear the Board's or committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
4. A person who has a Conflict of Interest with respect to an Agreement or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person having a conflict of interest may not vote on the Agreement or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the board of directors of RDA Canada has a Conflict of Interest when he or she stands for election as an officer or for re-election as a member of the board of directors.
5. Responsible Persons who are not members of the board of directors of RDA Canada, or who have a Conflict of Interest with respect to an Agreement or Transaction that is not the subject of board or committee action, shall disclose to the Chair or the Chair's designee any Conflict of Interest that such Responsible Person has with respect to an Agreement or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect RDA Canada's participation in such Agreement or Transaction.
6. In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to the Chair or the Chair's designee, who shall determine whether there exists a Conflict of Interest that is subject to this policy.

3.11 Confidentiality.

Any board member of any member or Responsible Person who has access to confidential information shall exercise care not to disclose confidential information acquired in connection with such status or information the disclosure of which might be averse to the interests of RDA Canada. Furthermore, a Responsible Person shall not disclose or use information relating to the business of RDA Canada for the personal profit or advantage of the Responsible Person or a Family Member or the Responsible Person's company.

3.12 Review of Policy.

1. Each new Responsible Person shall be required to review a copy of this Policy and to acknowledge in writing that he or she has done so.
2. Each Responsible Person shall annually complete a disclosure form identifying any relationships, positions, or circumstances in which the Responsible Person is involved that he or she believes could contribute to a Conflict of Interest arising. Such relationships, positions, or circumstances might include service as a director of or consultant to a not-for-profit organization, or ownership of a business that might provide goods or services to RDA Canada. Each Responsible Person should also disclose to the board of directors any potential Conflict of Interest that may arise during the course of the year between the submissions of annual disclosure forms. Any such information regarding business interests of a Responsible Person or a Family Member shall be



treated as confidential and shall generally be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.

3. This policy shall be reviewed annually by each member of the board of directors. Any proposed changes to the policy shall immediately be brought forward to the Board of Directors and any changes to this policy shall be approved and incorporated into this policy by the Board of Directors, and this action detailing the changes made, will be registered in the minutes of the meeting.

3.13 Definitions

- a) A “Conflict of Interest” is any circumstance described in Section 3.8 of this Policy.
- b) A “Responsible Person” is any person serving as an officer, employee, or member of the board of directors of RDA Canada
- c) A “Family Member” is a spouse, domestic partner, parent, child, or spouse of a child, brother, sister, or spouse of a brother or sister, of a Responsible Person.
- d) A “Material Financial Interest” in an entity is a financial interest of any kind that, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect a Responsible Person’s or Family Member’s judgment with respect to transactions to which the entity is a party. This includes all forms of compensation. (The board may wish to establish an amount that it would consider to be a “material financial interest.”)
- e) An “Agreement or Transaction” is any agreement or relationship involving the selection of projects, or the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, or the establishment of any other type of pecuniary relationship by RDA Canada. The making of a gift to RDA Canada is not an Agreement or Transaction within the meaning of this document.

SECTION FOUR:

ONGOING FUNDING

4.1 Current Service Agreement

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4.2 One-Off Funding

Intentionally left blank

4.3 Auspice / Sponsorship

Intentionally left blank (change ratified on November 22, 2020)

4.4 Fundraising



Intentionally left blank

4.5 Donations

RDA Canada welcomes all forms of donations from individuals and organizations as long as they do not sell products or perform services that are contrary to the best interests of the service or the clients and/or staff or damage in any way the good reputation of the organization.

In the event that donations are received the process outlined will be followed:

- a) All donors will be issued with a receipt.
- b) Donors will be informed if their donation is tax deductible.
- c) Significant donations will be acknowledged in the annual report.
- d) If there are any conditions attached to the donation, Board of Directors approval will be required prior to accepting the donation.

SECTION FIVE:

FINANCIAL MANAGEMENT PLICIES

1. RDA Canada is committed to a policy of open and accountable financial management and the maintenance of sound internal control systems. All policies comply with legal and acceptable accounting requirements.
2. The Finance Officer is responsible for data entry and the day-to-day overseeing of financial matters. The Finance Officer provides information regarding the financial position of the organization to the Chairman or the Board of Directors when such information is either requested or comes to the attention of the Financial Officer. The Financial Officer provides monthly written reports to the Board of Directors detailing the current financial position of the Organization.
3. A Financial Consultant is employed, if necessary, to oversee the financial practices of the Organization from time to time or on a monthly basis. The Financial Consultant assists in the development of the monthly or annual financial report to the Board of Directors or the AGM.
4. Both the Finance Officer and the Financial Consultant liaise regularly with the Treasurer of the organization. The Treasurer is kept informed of all financial matters via this monthly reporting. At any given time, the Treasurer has a clear and detailed perspective of the overall financial position of the Organization and is responsible for ensuring that all Board of Directors members have a well-developed understanding of the Organization's finances and the principles of financial management in general.
5. An annual audit will be conducted by a qualified auditor, experienced in the financial matters of community-based Organizations.



5.1 Budget

1. A budget will be developed for each financial year. This budget is developed by the Financial Officer with significant input from the Chairman, Financial Consultant, if available, and the Treasurer. The budget will be presented to the Board of Directors in draft form for discussion. The final budget will be ratified by the Board of Directors before implementation.
2. The budget is produced for each line item in each specific funding source so that the total budgeted expenditure is within the income allocated and ratified by the Board of Directors
3. The actual income and expenditure by line item is entered by the Finance Officer into a financial system so that comparisons between actual and budgeted figures are calculated and the variation is identified.

5.2 Bank Accounts

1. RDA Canada may set up three bank accounts operated by the Organization.
2. Operational Account (cheque account). This account is the holding account ^[SEP]for all of the Organization's operational funds from all sources.
3. Community Donations Account. This account is the holding account for all ^[SEP]donations, membership fees and self-generated funds.
4. Investment Account. Surplus funds from all sources are invested in this higher interest earning account.
5. In accord with the organization's constitutional requirements, all accounts require authorized persons registered with the bank as the account signatories.
6. A minimum of two of signatories will be Management Committee members and two signatories will be staff (Manager and Senior Worker).
7. The Finance Officer will not be a cheque signatory to ensure that all cheques are prepared by a different person to the cheque signatory.
8. On each withdrawal it is a requirement that two signatories appear, one of which must be a Board of Directors member and one of which must be a staff member.
9. The name, type of account, bank, branch and list of signatories is presented to the Board of Directors for ratification when an account is opened.
10. Changes can only occur at the direction of the Board of Directors.
11. Monthly bank statements will be received by the Finance Officer at the end of each month. These statements will be used to reconcile the accounts.



5.3 Monthly Financial Statements

Monthly financial reports are produced by the Financial Officer and the Financial Consultant (if required) and are presented to the Board of Directors for approval. This report includes:

1. Statement of vouchers paid.
2. Summary month and year to date income and expenditure report with budget variance for each funding source
3. Balance sheet
4. Extraordinary expenditure and other issues of concern are raised in this report.
5. The Finance Officer enters the monthly budget figures per chart of accounts into the accounting computer package once the annual budget has been ratified by the Board of Directors. The Finance Officer posts all income and expenditure to date in accordance with source documents to the various accounts throughout the month using the accounting package.
6. At the end of each month the Finance Officer and Financial Consultant (if required) prepare the following reports using the accounting package:
 7. Trial balance;
 8. General ledger detailed report
 9. Profit and loss statement for each funding source;
 10. A consolidated profit and loss statement;
 11. Balance Sheets
 12. Bank reconciliation statements;
 13. Payroll reconciliation;
 14. Profit and loss reconciliation statement;
 15. Accounts receivable reconciliation statement on direction of the Board of Directors the Finance Officer will prepare any financial statements required by funding bodies. These will be prepared in consultation with the Chairperson and the Financial Consultant (if required). These statements will include Quarterly Income and Expenditure Statements, including details of salary expenditure, to meet accountability requirements by funding bodies. These reports will be presented at Management Committee meetings. Supporting documents will be filed with a copy of the quarterly report.

5.4 Audit

1. On direction from the Treasurer the Board of Directors will ask the Auditor, previously appointed at the Annual General Meeting, to examine the records and statements of the Organization.
2. The Finance Officer will prepare and make ready any records and statements to be examined by the Auditor.
3. On receipt of the Auditor's Report, the Treasurer will present the report to the Board of Directors for approval. The Auditor's Report will be forwarded to relevant government departments in relation to specific funding and grants. The Auditor's Report will be presented to the next Annual General Meeting for ratification.

5.5 Income and Expenditure



1. Income:
 - a. All grants paid to the Organization must be identified.
 - b. The Board of Directors has the responsibility for maintaining internal controls of all income from grants.
 - c. The Board of Directors will oversee all procedures associated with income control. The Finance Officer, in conjunction with the Chairman and the Financial Consultant (if required), is responsible for implementing income control procedures.
 - d. All income received is acknowledged by receipt to assist in the audit trail.
 - e. Grant monies are directly deposited to the working cheque account unless the funding body makes other arrangements.
 - f. All monies received are banked as soon as practicable after receipt.
2. Expenditure
 - a. All expenditure (excluding those through the petty cash system) are authorized by the Chairman in collaboration with the Finance Officer.
 - b. Cheques are prepared by the Finance Officer and authorized by the Chairperson.
 - c. The Chairman is authorized to approve purchase expenditure within the budget approved by the Board of Directors.
 - d. Expenditure on items not allocated a budget line item must be ratified by the Board of Directors, and where appropriate, approval from relevant government departments must be sought. The Finance Officer, and other staff where appropriate, should seek the most competitive price considering time costs.
 - e. The Finance Officer should confirm that funds are available in the cheque account when Cheques for expenditure are prepared.
 - f. Approved cheques are signed by any two of the designated signatories of the Organization

5.6 Payment of Goods and Services

Payment of goods and services must only occur if the invoices agree with the original order and that receipt of goods has been certified. The Finance Officer will check that:

- a. The original order was correctly approved
- b. The invoice agrees with the original order.
- c. The Finance Officer will prepare cheques for signature.
- d. All cheques will be crossed "Not Negotiable" with the exception of petty cash and staff wages and reimbursements.
- e. Invoices will be attached to each prepared cheque.
- f. Each cheque must have a Cheque Payment Voucher attached to the invoice. This must be signed by the Chairman before cheques are signed and it must be signed by the cheque signatories at the time of signing the cheque.
- g. The Finance Officer will post the expenditure to the accounting system. The Finance Officer will file Cheque Payment Vouchers in the Expenditure Vouchers File in order of cheque number.
- h. The Finance Officer will forward the cheque and any other appropriate documentation to the creditor.



5.7 Payroll

1. Payroll Expenditure

- a. Wage payments are made in accordance with wage scales and levels approved by the Board of Directors, and in accordance with local governments on minimum wage rules and policy on Remuneration Packages.
- b. Wages are paid every fortnight, two weeks in arrears.
- c. Wage levels of all staff are determined by the Board of Directors.
- d. The Board of Directors, after negotiation with the employee, authorizes the wage level of each employee by completing an Employment Contract. The Employment Contract is co-signed by the employee. A personnel file for the employee is created. Relevant documentation should be kept in the personnel files. Time sheets are prepared by the employee before submitting to the Manager for approval.
- e. All records are to be stored and handled in a confidential manner. [SEP]
- f. The Finance Officer will enter data onto the computerized wages system for each person using source documentation (time sheets).
- g. Direct debit forms are prepared by the Finance Officer and the wages authorization signed by two authorized signatories. Wages are directly debited into worker's accounts by the due pay day.
- h. The Finance Officer will prepare pay advice slips showing composition of pay for all staff and forward them to employees on pay day
- i. The Finance Officer will prepare holiday pays in advance for staff to be ready prior to their commencement of leave.
- j. Tax instalments must be deducted from all salary payments unless the employee has a notice to the contrary from the Tax Office.
- k. As an employer, the RDA Canada is required to pay contributions to superannuation fund on behalf of employees. This Organization is funded at government recommended rate to pay superannuation.
- l. The organization will pay superannuation contributions into an existing fund of the employee's choice.
- m. Following the final salary payment each month, the Finance Officer will make payments to the relevant superannuation funds on behalf of employees for the appropriate amount of contribution for that period.
- n. The Finance Officer prepares the cheques accompanied by the appropriate documentation (Contribution Return Form).

2. Other Deductions from Wage Payments:

- a. Other deductions such as union fees will be deducted from all payments of salaries and wages if the employee notifies and requests the Finance Officer to authorize this deduction. Deductions must be made according to the relevant schedule of rates and forwarded to the relevant party by the due date.

3. Advance Travel Payments to Staff:



- a. While the policy of this Organization is only to make payments after goods and services have been supplied and conditions for payment met, advances will be made for staff who are going on leave or work-related travel.
- b. Advances are paid to staff prior to an approved trip during which the costs of meals, accommodation and sundries occur at the specified rate outlined in the Travelling Allowance Policy. The advance paid is based on an estimated cost of the trip. The advance claim should be given to the Finance Officer for approval in collaboration with the Manager, with enough notice to allow the claim to be processed and returned to the claimant before the trip occurs. [SEP]
- c. Allowances are outlined in the Travel Allowance Policy. Payroll Advances:
- d. The only payroll advances allowable are annual leave and leave loading. The Finance Officer must ensure that payroll advances do not exceed the net payroll due.

5.8 Petty Cash System

This is an express system of cash control which is used for day-to-day expenditure of items less than \$100. The system is set up with a fixed float, the amount is determined by the Board of Directors. Small expenditures are paid from this float. Unless otherwise delegated, the Finance Officer is responsible for the petty cash system. The system is reimbursed by the Finance Officer as required.

- a. A petty cash file is maintained by the Finance Officer. Members and staff are able to receive reimbursement amounts of less than \$100 from the Finance Officer or his or her delegate who is also a Board Member.
- b. The date and amount of petty cash taken must be recorded on the record sheet provided.
- c. The Finance Officer will complete the details of the expenditure on the petty cash remittance sheet to which the receipts are stapled. [SEP]
- d. When petty cash is reimbursed by cheque, the transaction is recorded in the accounting package allocating each item to the appropriate line item and including GST where applicable. [SEP]
- e. If a member or staff member wishes to claim petty cash and has lost the receipt, the member or staff member must complete a signed declaration indicating the nature of the expenditure, the amount and the work-related purpose of the expenditure. If a staff member consistently loses receipts, restrictions will apply in regard to their access to petty cash. [SEP]
- f. When the balance of the petty cash reaches a predetermined low level, the Finance Officer will reconcile the petty cash, ensuring that all receipts and vouchers are accounted for, and replace funds by drawing a cheque made out to petty cash

5.9 Project Management

1. All new projects developed by the Organization will adhere to the established protocols for project management.
2. The Board of Directors will form a project team to undertake a new project.



3. This project team will be responsible for developing project charter and project plans including time and cost estimation.
4. The Project Management Office (PMO) will review the project plan and make recommendation to the Board.
5. All proposed projects plans will be ratified by the Board of Directors prior to the commencement of work.
6. The Project Management Office (PMO) will oversee the project progress and review and approve any change requests in consultation with the Board.
7. Submissions of the project plan will include an organizational auspice fee between 5-15% of total project budget. Administrative costs will also be included
8. When funded, RDA Canada will be responsible for the financial management and employment issues in the project.
9. A representative of the organization will be nominated by the PMO to oversee the effective operation of the project. This representative may be drawn from the general member and may involve a number of project managers who are also members of the Organization acting as a steering committee for the project.
10. Final acquittal of project funds and accountability requirements will be the responsibility of project team involved and the project manager
11. When it is determined that the funded project requires greater autonomy from the organization (as the auspicing body) a MOU will be drawn up between the two parties detailing the rights and responsibilities of both parties.

SECTION SIX:

ORGANISATIONAL REVIEW AND PLANNING

6.1 Review and Planning

1. RDA Canada is committed to ensuring that it is responsive to changing demands and needs. It believes that in order to provide high quality services members and committees need regular opportunities to reflect on the work undertaken and to plan for new eventualities given changing demands and contexts.
2. RDA Canada will undertake a yearly review and planning exercise in September/October each year. The organizational plan will cover the period from January 1st to December 31st of each



year. There will be four phases of the planning process.

3. Firstly, PMO will meet to undertake a service delivery specific review and planning activity. This will be held in April each year and will involve an external facilitator, if necessary, potentially the PMO project manager will facilitate. At this meeting, project team will review the previous plan and the achievements of the last year. As a follow on from this process, the staff group will develop key aims and objectives for service delivery in the previous year. Specific strategies may also be included in the plan at this stage. This plan is then presented to the Management Committee for perusal prior to the next stage of the planning process.
4. Secondly, the project team and the Board of Directors will meet together to undertake a broader organizational review and planning process. Again, this process will involve an external facilitator and will encompass both review and planning activities in order to develop a current plan for the whole of organization for the following year. Specific strategies may be included at this stage of the process.
5. Thirdly, the strategic plan will become operationalized by the inclusion of specific strategies assigned to actual people to be completed within an agreed upon time frame. Whilst this operationalization may occur as part of the first two stages, it may also become a distinct phase. This is a very important aspect of the planning process as it ensures that the organizational and service delivery plans are working documents that inform the actions of staff and Management Committee over the coming year.
6. Fourthly, the operational plan will be used to assist workers and Management Committee to develop individual work plans. These plans will be particularly important for staff as they are utilized in the performance planning process and become a tool for staff to report on their individual work achievements over the year.
7. All phases of the review and planning process should be documented and these notes made available on the central computer system.

6.2 Policies and Procedures

1. A policy will be developed when there is a legal obligation to fulfill, when an issue arises, which is likely to recur, or to set a standard for an ^[SEP]aspect of the functioning of the organization.
2. The Manager will draft the policy with input from other staff and committee Members if required.
3. The policy will be drafted in a format consistent with the existing policy ^[SEP]and procedure manual.
4. The draft policy will be presented to staff for discussion and amendment.
5. The draft policy will then proceed to management committee for discussion and ratification. Policy Implementation
6. All staff and committee members affected by the new policy will be ^[SEP]provided with a copy of the policy and any training required. ^[SEP]



7. All existing forms will be adapted to meet with the new policy requirements.
8. All policies will be placed in the policy and procedure manuals.
9. The date on which the policy was adopted and subsequent review ^[1]_[SEP] dates will be recorded at the top of each policy.
10. Where policies are superseded, they will be removed from the Register and archived.
11. The Policy Register will be available at each Committee Meeting.
12. A small working party of staff and committee representatives will review the policy and procedure manual following each annual planning day.

6.3 Current Strategic Plan

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SECTION SEVEN:

ADMINISTRATION POLICIES

7.1 Office Procedures

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7.2 INSURANCE POLICY

7.4 VEHICLE POLICY

7.5 TRAVELLING ALLOWANCE POLICY

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7.6 Archiving

1. All financial, legal and client files will be kept by the Organization for at least 5 years.
2. All funding submissions and agreements, Annual Reports, reports to funding bodies and management committee, management committee minutes, and a copy of all materials published by the organization will be kept indefinitely in the archives.
3. All files that are not required to be kept shall be destroyed.
4. In order to maximize space and efficiency, financial, legal and client files that are required to be



kept for at least 5 years, as well as all files requiring permanent storage, shall be archived and transferred to the archive.

5. Archiving is the responsibility of the Secretary
6. Transfer of archived files to the archive is the responsibility of the ^[1]_[SEP] Finance Officer.
7. In order to ensure that archived files are easily traced, staff should ensure that:
8. all files sent to archive are sent in archive boxes; ^[1]_[SEP] an Archive Contents Form must be completed and securely
9. taped/glued to the top of the archive box; ^[1]_[SEP] a copy of the completed Form is forwarded to administration for central filing.

7.6 Information Technology

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SECTION EIGHT

AMENDMENTS

This policy and procedure are subject to changes and amendments provide that the majority, above 50% of the board of directors are in agreement with the proposed changes and amendments.

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Abraham Beyene, Chairman

Raya Development Association in Canada

December 7, 2019