

FPASL

VOLUNTEER PROCEDURES MANUAL

AND

HANDBOOK

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Colombo

Sri Lanka

TABLE OF CONTENTS		PAGE
1	Overview	04
1.1	The Association	04
1.2	Founders	05
2	Vision Mission and Core Values	09
3	Volunteers	10
3.1	Volunteer Structure	10
3.2	General Members	10
3.3	Main objectives of General Membership	10
3.4	Grassroots level volunteers/members	11
3.5	Volunteer/Member Code of Ethics	11
4	Governance	13
4.1	Job description of a governing body member	13
4.2	Attributes required of a governing body member and honorary officers	14
4.3	The 5 Technical Advisory Committees appointed by the National Council	14
4.4	Policy issues	16
4.5	Role of Board members outside board meetings	17
4.6	Representing the association	17
4.7	Representing association on Committees	17
4.8	Representing association in lobbying	17
4.9	Conflict of Interest	18
4.10	Election of the Board	19
4.11	Reporting and presentation of materials	19
4.12	Role of staff in Board meetings	20
4.13	Records of Board meetings	20
4.14	Attendance at Board Meetings	20
4.15	Co-Option of Board Members	20
4.16	Board Performance Appraisal	20
4.17	Committees of the Board (technical Advisory Committees)	21

4.18	Strategic Planning	21
4.19	Operational Planning	21
4.20	Membership Register	21
4.21	The Annual Report	22
5	Honorary Officers	23
5.1	Job Description of the President	23
5.2	Job Description of the Hony. General Secretary	24
5.3	Job Description of the Treasurer	25
6	Governing Body Member code of conduct	27
7	IPPF Code of Good Governance	31
8	Volunteer Rights	34
9	Strategic Framework	35
10	FPASL Governance Structure	36
11	Volunteer Programme Procedure	37
11.1	Membership	37
11.2	Selection and appointment for Specific Roles	37
11.3	Volunteers Driving	38
11.4	Supervision of Volunteers	38
11.5	Orientation and Training	38
11.6	Compensation	43
11.7	Work schedules	43
11.8	Time Reporting	43
11.9	Injury of a Volunteer	43
11.10	Dismissal	43
11.11	Conflict Resolution/Problem Solving	43
11.12	Gifts	44
11.13	Recognition	44
11.14	Attendance	44
11.15	Dress and Appearance	44

1 Overview

The FPASL Volunteer structure designed to coordinate and manage volunteer efforts which support sexual and reproductive health and rights (SRHR) and services provided to the community. The program addresses community SRHR and service needs, under the 5 A's of the strategic plan of IPPF of we FPASL is a member organization under the South Asia Regional Office.

Our **philosophy** is to bring to the fore and acknowledge that reproductive health is a fundamental human right of each woman and man throughout her/his life cycle. Therefore, with this aim in mind, FPA Sri Lanka focuses on the following with regard to **sexuality and reproductive health & rights**:

- To provide adequate information and services
- Training and interventions
- Seeking to improve the acceptability, accessibility and the quality of SRH
- To integrate human rights based and gender sensitive approaches through our projects, training, interventions and advocacy we endorse, safe guard and fulfill the reproductive health related needs of the people. Furthermore, as an organization, we uphold that the achievement of the International Conference on Population and Development (ICPD) aspiration of universal access to sexual and reproductive health services is a significant phenomenon in combating poverty.
- The manner in which we contribute to the enhanced accessibility of a diverse range of sexual and reproductive health services is by amalgamating the following into our work:
 - Family planning and contraception
 - Safe Motherhood (including components related to unwanted pregnancies)
 - Sexually transmitted infections (including HIV/AIDS)
 - SRH information and counseling for adolescents and youth
 - Promotion of mental health and provision of counseling
 - Sub-fertility treatment and counseling

1.1 The Association

The Family Planning Association of Sri Lanka (FPA Sri Lanka) was instituted in 1953 as a non-governmental organization (NGO). We have and continue to initiate and explore innovative and challenging processes of family planning in Sri Lanka. The Association is proud to be one of the most expansive and well known NGO's in the country that focuses on family planning and Sexual and Reproductive Health (SRH) and welfare. Our aspiration is to enhance components related to health and wellbeing and at the same time mold the quality of people's lives.

1.2 Founders

Mrs. Sylvia Fernando was the Founder of the FPASL who got the following together to form the association.

Mrs. Sylvia Fernando



It is said that she helped make family planning a reality rather than a hostile environment. Starting an organization was always difficult but initiating a program for an issue that was very controversial and practically taboo at that time and furthermore frowned upon by the Roman Catholic Church was incredibly daring and challenging. Sylvia's patience was remarkable and her particular amused smile belied her sense of what was right. A single almost stern sentence settled most issues. She believed that everyone should have a hearing and the reason she gave was that everyone had experience unique to himself or herself from which others could learn. The fact was that she had so generous a spirit and a heart that warmed to people, that she not only shared all she had with others but felt that everyone thought the same way about each other.

Dr. Mary Rutnum



A Canadian Gynecologist and is considered a pioneer in family health. Dr. Rutnum founded the Family Welfare Association and initiated many progressive movements for women. The Lanka Mahila Samithi and the Family Planning Association of Ceylon were her most notable achievements. She was devoted to the development of maternal health, quality milk for children, their moral and physical wellbeing were some of the issues she strove to address and develop.

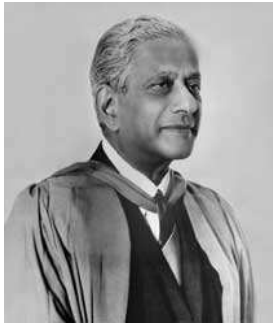
Dr. Rutnum made contact with the Birth Control International Information Centre, London in the early thirties and when its Honorary Director Mrs. Edith Howe-

Martyn made a stop-gap visit in January 1936 while on a world tour, it created an impetus to introduce family planning services to Sri Lanka.

A year later, despite stiff opposition Dr. Rutnum and a group of Medical Practitioners opened a clinic in Colombo. However it needed to be closed down due to the shipping difficulties in the wake of World War 2. The plight of women in post-independent Ceylon was no better than before and the resurgence of the family planning movement therefore was solely due to her perseverance to create a better world for them and their children.

By now she had the unflagging support of Mrs. Sylvia Fernando whose commitment to family planning equaled her own. At the Inaugural Meeting of the Family Planning association of Ceylon in January 1953, Dr. Rutnum was elected its first President. The Constitution of the Association was based on the Family Welfare Society which had ceased to function by then and Dr. Rutnum made arrangements to transfer the balance monies to the FPA Sri Lanka, creating the seed capital required for its initial operations.

Prof. C.C. de Silva



Professor C.C. de Silva served as President of the Family Planning Association from 1956 to 1958 and again from 1976-1977. As a member of the Executive Committee, the National Council and the Medical Council he contributed a great measure to guide the FPA in its formative years. As Professor of Paediatrics at the Universities of Colombo and Peradeniya his international stature brought luster to the fledgling Association and helped it to gain recognition and support from many quarters both national and international.

international.

It was however his deep concern for the welfare of mothers and children that made him a fervent proponent of family planning. In the early sixties Prof. de Silva initiated a Family Planning Clinic at the Lady Ridgeway Children's Hospital in Colombo in conjunction with Nutrition Clinic. It sought to help the mothers not only to receive advice about child care, but also about planning their families. Additionally, Prof. de Silva offered his services voluntarily at the Maternal and Child Health cum Family Planning Clinics at St. Michael's Polwatte and the Oruwala Steel Corporation.

Mrs. Leila Basnayake

Mrs. Basnayake stands out as one of the Associations' most committed volunteers who over a 40 year period of service helped to develop it to become a major contributor to the national family planning effort. A Founder member of the Association, Mrs. Basnayake would recall how she had been motivated to join the Association in 1953 by Dr. Florence Ram Aluvihare. Elected President of the Family Planning Association of Sri Lanka in 1977, Mrs. Basnayake steered its affairs



for the next three years during which time she presided over the Silver Jubilee Celebrations in 1978. A devotee to the cause of family planning Mrs. Basnayake was a Senior Advisor whose advice and guidance was often sought by the younger generation.

Both she and Mrs. Phyllis Dissanayake were elected Honorary Life Members of the National Council and functioned as Trustees of the Association. Mrs. Basnayake was also a member of the Indian Ocean Regional Council of the IPPF. From the time the first Family Planning Association Clinic was inaugurated in September 1953 at the De Soysa Maternity Hospital Mrs. Basnayake was to play a very significant role in its development. There is no doubt that her multiple roles helped to make the Family Planning Association what it is today.

Mrs. Phyllis Dissanayake



Mrs. Dissanayake worked for the Association for 40 years. Even after she retired from the post of President, she continued to be a member of the National Council and attended its meetings regularly right up to the time of her demise. Mrs. Dissanayake was appointed the Hony. Propaganda Executive Director of the Family Planning Association to coordinate the activities of the Propaganda Officers working in the Estate and Industrial Sectors.

In 1971 Phyllis Dissanayake was appointed Hony. Secretary of the Association which post she held for fourteen years with short breaks in-between. Up to the end of 1973 most of the work now handled by the Executive Director, Finance Director and Divisional heads was done or supervised by the Hony. Secretary and Hony. Treasurer.

During her tenure as a volunteer Mrs. Dissanayake held the post of Hony. Regional secretary of the Indian Ocean Regional Office of the International Planned Parenthood Federation (IPPF) from 1972 to 1973. She was also a member of the IOR/IPPF council for nearly a decade and Chairman of the council from 1981 to 1982. Elected President of the Family Planning Association in 1983 Mrs. Dissanayake held this post until 1985.

Dr. Siva Chinnatamby

One of Sri Lanka's most distinguished daughters Dr. Siva Chinnatamby was one of the early pioneers who though not a founder member joined the newly found Family Planning Association as a volunteer doctor.

When she joined Dr. Florence Aluvihare as a volunteer doctor at the FPA's first clinic at the De Soysa Maternity Hospital, she requested that she be given sub-



fertility cases; so that she could help childless couples conceive even after several years of marriage.

In 1958 she was elected Vice President of the Association and a Member of the National Council. Eventually she was appointed the Honorary Medical Director in overall charge of the clinical program. An ardent advocate of safe family planning Dr. Siva engaged in research to ensure that the use of family planning devices did not endanger the health or the lives of women.

In September 1960 under the direction of Dr. G.R. Venning, Sr. Siva began a three-year study of oral contraception with the Clinical Trials conducted at the Ragama Hospital. Later on once again Dr. Siva Chinnatamby was in the forefront of research when in 1963 she conducted Clinical Trails on the use of the Intra Uterine Device (IUD). In addition, she was also involved in research on the long-acting Injectable, Depo Provera introduced in 1967.

2 Vision, Mission, and Core Values

Vision

FPA Sri Lanka envisages a country in which every woman, man and young person has access to the information and services they need; in which sexuality is recognized both as a natural and important aspect of all our lives and as a fundamental human right; a world in which choices are fully respected and where stigma and discrimination have no place.

Mission

Advocate, promote and provide; information, education and services, on family planning and reproductive health to all segments of the population to improve the quality of life of the people.

Core Values

- FPA Sri Lanka believes that, sexual and reproductive rights are internationally recognized human rights and, as such, should be guaranteed for everyone.
- FPA Sri Lanka values diversity and strives to achieve this in its governance and in its programmes.
- FPA Sri Lanka considers the spirit of volunteerism to be central to achieving its goals and advancing its ideals.
- FPA Sri Lanka believes that in promoting and advancing its ideals, it should always be responsive to cultural and social values, norms and the concerns of people of the country.

3 Volunteers

A Volunteer of the FPA is someone who:

- Serves as a caring, committed, and dependable resource to enhance services
- Provides special skills and knowledge
- Provides an example to the community
- Enriches and extends the ability of the professional staff in delivering services
- Give their time without financial compensation
- Acts as an ambassador for the organization

3.1 Volunteer structure

Volunteer structure of the Family Planning Association consists of two types of volunteers. They are:

- 1) *General Members*
- 2) *Grass root Volunteers*

As this manual covers the member volunteers the concentration hereinafter would be on members. Wherever a volunteer is mentioned he/she will be a volunteer member or General Member.

3.2 General Membership

The volunteers of FPA Sri Lanka have always played a significant role in promoting family planning in Sri Lanka. Our founders pioneered the concept of family planning when it was at its most controversial. Despite the opposition faced they demonstrated its advantages to the government and society with its impressive and successful SRH programs and training. As a result, the Government of Sri Lanka provides the association with a considerable amount of resources and assistance with regard to the National Health Programs.

General Members consist of the following:

- Life members (Honoris Causa)
- Life members
- Ordinary members

- Corporate Members (with no voting rights)
- Youth members

Goal of membership: To ensure that FPA Sri Lanka continues to maintain and provide leadership to the SRH Non Governmental Organizational sector in Sri Lanka.

3.3 Main objectives of General Membership:

To develop the capacity of volunteers to be effective in rendering their services in the following:

- Policy formulation
- Advocacy for Resource Mobilization and Monitoring and Evaluation
Leadership and governance is the sixth element that facilitates the adequate implementation of the 5A's strategic framework.
- To develop a reliable and varied skilled network of human resources to support and advocate its services to the nation at large and specially to marginalized people.
- To provide a forum for members to participate in the policy making of the association through their elected members and to submit and suggest areas of activity which can be actioned depending on the availability of resources and the suitability to link up with the annual plan.
- To bring together volunteers with similar interest on SRHR in order to achieve the vision of the association.

3.4 Grassroots Volunteers/Members

The grassroots volunteers of FPA Sri Lanka although are not part of policy making are extremely active in the field. Hundreds of volunteers are mobilized, trained and sent out to some of the most remote areas of the country. Here they engage in creating community awareness on SRH and other activities decided by the FPA as and when required.

3.5 Volunteer/Member Code of Ethics

As a volunteer, I realize that I am subject to a code of ethics similar to that which binds the professionals in the fields in which I work. Like them, I assume certain responsibilities and expect to account for what I do in terms of what I am expected to do. As a volunteer, I am expected to do the following:

- I will keep confidential matters confidential.

- I interpret "volunteer" to mean that I have agreed to work without compensation in money, but having been accepted as a worker, I expect to do my work according to standards.
- I promise to work with an attitude of open-mindedness; to be willing to be trained for it; to bring to it interest and attention.
- I realize that I may have assets that others may not have and that I should use these to enrich the projects which we are working on together.
- I realize, also, that I may lack assets that may have and will contribute to the team with the assets that I have.
- I understand that I am expected to live up to my work commitment, and I will give ample notice if I cannot fulfill it.
- I believe that my attitude toward volunteer work should be professional; I believe that I have an obligation to my work, to those who direct it, to my colleagues, to those for whom it is done, and to the public.

This list is enriched by the IPPF with a book on code of good governance, Please request for a booklet if you require.

4 Governance

- The main bodies responsible for governance are:
 - The National Council (NC)
 - The Technical Advisory Committee (TAC)

4.1 Job description of a governing body member

Governing body members and honorary officers have the following common responsibilities in addition to the common objectives of all volunteers:

- To ensure that the any relevant national legislation or regulations and governing documents (constitution etc.) are complied with.
- To ensure that the objectives as defined in its governing documents are pursued.
- To ensure that its resources are applied exclusively in pursuance of its objects as set in the governance documents, how worthwhile those activities are.
- To contribute actively to the governing body's role in giving firm strategic direction to the Association, setting overall policy, defining goals and setting targets, and evaluating performance against agreed targets, while guiding the Association towards achieving its annual and strategic goals.
- To safeguard the good name and values of the Association.
- To ensure the effective and efficient administration of the Association.
- To ensure the financial stability of the Association.
- To protect and manage the property of the Association and to ensure the proper investment of its funds.
- To appoint the executive director and monitor his or her performance and reward appropriately.
- Use advocacy and lobby whenever possible to achieve the association's objectives
- Be willing to accept training and participate in activities of the association.

- Adhere to all confidential requirements in the course of carrying out duties and responsibilities.
- Not use job knowledge or contacts received from FPASL for unethical activities.
- Treat other volunteers, customers, and workers with respect.
- Be aware and follow procedures and rules.
- Be cooperative by accepting instructions, guidance, and suggestions from the governance and be courteous to the association's staff.
- If the volunteer is assigned some work or a role, the volunteer should monitor his own work and keep the association informed of the progress regularly.
- Safeguard the assets and the image of the association
- In addition to the above statutory duties, each governing body member should use any specific skills, knowledge or experience they have to help the governing body reach sound decisions. This may involve scrutinizing governing body papers, leading discussions, focusing on key issues, and providing advice and guidance on new initiatives or on other issues in which the governing body member has special expertise.

4.2 Attributes required of a governing body member and honorary officers:

- commitment to the Association
- willingness to devote the necessary time and effort
- strategic vision
- good, unbiased, independent judgement
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of being a governing body member
- an ability to work effectively as a member of a team
- a commitment to the following principles: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

4.3 The 5 Technical Advisory Committees appointed by the National Council

- Medical
- Outreach
- Finance and Administration
- Social Marketing Programme
- Youth

Members of FPA Sri Lanka elect the Executive Committee and National Council at the Annual General Meeting (AGM) for a term of two years.

The National Council is responsible for overall leadership of the organization with special emphasis on providing policy direction.

The Governing Committee deals with policy and operational issues and is responsible for effective functioning of the organization.

All these committees conduct regular meetings during the year under review. During these meetings the members of these committees guided the management to formulate policies and programs and the monitored the progress. Development and approval of work policies on HIV/AIDS, sexual harassment, development of terms of references for technical advisory committees and guidance provided to develop the skills and attributes of the staff were some of the key contributions of the governance committees. Greater and active involvement of members of governing committees in the affairs of the Association was a significant feature.

The roles of the Board in governance (Technical Advisory Committees) are:

- Monitoring compliance with organisational policies against agreed performance standards and reporting to the National Council
- Advising the Association on new areas to be covered, new trends, help in any area when requested
- Examine and monitor compliance with policies and procedures with legal requirements, in a more detailed way than the National Council is able to do (e.g. in relation to staffing issues and (organisation's role as an employer and in relation to financial responsibilities)

- Report to the Board on compliance issues. To guarantee that the Board picks up on issues, any important areas or issues will be listed separately on the agenda.
- The Board recognises that the management of the organisation and implementation of organisational policies is the responsibility of the Executive Director.

In relation to financial transactions, the Executive Director may approve expenditure upto LKR 100,000, and in consultation with the treasurer may approve up to LKR 200,000, and with the President and treasurer upto LKR 500,000. For larger financial requirements, Board approval should be sought. The Board will make decisions based on how the proposed financial activity fits with the Strategic Plan. In situations where time constraints do not allow this, the Executive Director will consult with the Governance Committee to obtain approval. However, this will be ratified at an EXCO meeting.

4.4 Policy issues

The role of the National Council in relation to policy issues comprises:

- Setting annual priority policy areas around implementation of the Strategic Plan;
- Identifying/deciding on association's involvement in new or emerging issues and in issues raised from the sector; and
- Making decisions where changes to our existing policy position are proposed to be changed.

Policy issues that are brought to the National Council should fall into one of the following categories:

- Matters for decision making by the National Council - i.e. issues which are considered strategic, important, and serious or where the Board has identified the need for ongoing involvement
- Issues for discussion are brought to the National Council, in order to:
 - Canvass the issues
 - Provide ideas for future policy work by staff
 - Set the context of where we want to take an issue (for example, this could be in relation to emerging policy issues or issues with policy implications)

- Any other issue deemed necessary by the President or a National Council member and included in the agenda. Any other issues that arises from a discussion can be brought up under any other business
- Matters for information only – to inform the Board In each instance, information should be presented to the Board in the agreed format for Board papers
- Matters requiring approval of the Board – these should be presented in a form of a Board paper and submitted to the members, with the meeting agenda, providing members with adequate time to study the matter and take an informed decision.

Both staff and Board members can identify issues that should be brought to the Board. Staff should forward their issues through the Executive Director who will channel these through the Hon. General Secretary of any such issues, so that they can be incorporated into the agenda.

Where a National Council member wishes to discuss an issue that has been placed on the agenda for information only, this should be raised at the beginning of the meeting, in the time allowed for re-ordering of the agenda.

Where a National Council member wishes to propose that the Board change its position on a policy issue, notice of a resolution motion should be provided.

4.5 Role of National Council members outside board meetings

Staff can tap into the expertise of the National Council members outside National Council meetings. However, when this happens, it needs to be clear that the National Council member is speaking in his /her personal capacity and not with the authority of the National Council unless this authority has been given to the National Council member by the National Council. Where there is disagreement or major issues for resolution, matters should be referred to the Executive Director and, if necessary, brought to the National Council.

Office bearers can speak to staff with the authority of the National Council, but formal approaches to the office bearers by staff, or vice versa, should be via the Executive Director.

4.6 Representing the association

Representing the association in the Media, President and Executive Director shall negotiate their respective roles in relation to media comment, depending on their respective skills. In particular, it will often be strategic to use the President for media comment that is particularly critical of government. It is generally expected that the President would have some skills in dealing with the media.

4.7 Representing association's on Committees

There is a role for Board members to represent the association on external committees and in various consultative forums. Representing the association takes place in accordance with the following principles:

- statutory and ministerial appointments are to come to the Board for a decision on who will represent the association;
- cases where the association has been invited to nominate a Board representative are to be brought to the Board for a decision; and,
- other cases where the association is asked to nominate a representative are at the discretion of the Executive Director.

4.8 Representing the association in lobbying

National Council members may also represent the association in delegations to politicians as follows:

- where this is strategically useful;
- where National Council members are available;
- based on skills and expertise of National Council members in relation to the topic of the delegation.

National Council members may also be involved in joint delegations, on the understanding that they participate in their capacity as association's representatives. National Council members need the authority of the National Council to represent the association in delegations.

Participation in delegations should be used as an opportunity to train new National Council members and develop skills of National Council members.

4.9 Conflict of Interest

From time to time National Council members may encounter conflicts of interest when participating in association's decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- recruitment of staff or contractors
- decisions to undertake projects or enter into partnerships
- representing association in other forums .

In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as an association's National Council member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- If a person's participation in the association's National Council could be prejudicially influenced by the interests of the organisation the person is representing, or that a reasonable person would believe that the person could be so influenced.

Association expects that National Council members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with colleagues. For instance, a National Council member will usually be expected to withdraw from a particular selection panel or lobbying delegation, or absent him/herself from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest, and the relevant minutes are not to be forwarded to the member who has absented him/herself.

4.10 Election of the National Council Members

The process for the election of the National Council and the appointment of office bearers is set out in detail in the Constitution and members seeking further information should consult this document.

A register to be established recording all decisions made by the National Council (cross referenced by topic) – to ensure all decisions are captured and available for reference.

Details of National Council decisions will be captured and included in this policy and procedure manual, where appropriate.

4.11 Reporting and presentation of materials

The Board papers will ordinarily include:

- Minutes of the previous Board meeting
- Minutes of sub-committee meetings
- Financial Reports
- Report on new and lapsed memberships
- Papers requiring approval
- Papers provided for discussion, including the staff report

- Papers provided for information, including the calendar of events.

Papers should be provided on all issues so that the National Council members can make informed decisions. Papers should indicate whether they are being provided for decision-making, for information only or for discussion. Minutes from the Sub committees are to be circulated with the National Council papers, so as to allow National Council members time to read them in advance. Major items or issues that need discussion or decisions from the National Council should be separately listed on the agenda.

The Executive Director's Report should identify:

- Progress and outcomes against the Operational Plan against the month, and against Year to date (YTD)
- Major developments in ongoing policy issues
- Emerging policy issues that may need to be addressed in policy work in future.

4.12 Role of staff in National Council meetings

Staff members do not have the right to attend National Council meetings except for the Executive Director. However the president or the Chair can invite a staff member or an outsider to a meeting either as an observer or a participant.

4.13 Records of National Council meetings

Minutes are taken at each National Council meeting, usually by a staff member or a Secretarial Company under the supervision of the Hony. Secretary, or the Hony. Secretary himself or herself.

Once ratified, the Hony. Secretary and the President signs the minutes. Copies are stored in the relevant file and can be made available on request only to the National Council Members.

4.14 Attendance at National Council Meetings

National Council members are expected to attend meetings and to advise if they cannot attend. If a National Council member fails to attend three consecutive meetings without the permission of the National Council, their membership of the National Council will lapse.

4.15 Co-Option of National Council Members

Association can use co-options to fill gaps in expertise required to support the implementation of the Strategic Plan. Co-options are also used to support succession planning, through providing opportunities to train prospective National Council members.

In some cases, the Board may co-opt a person with particular expertise for a shorter period of time.

4.16 National Council Performance Appraisal

The association promotes regular evaluation and feedback to the whole National Council on its effectiveness. One of the best ways the National Council can strengthen its governing capacity is to periodically assess its own performance. Such an assessment provides the National Council with an opportunity to stand back from its usual preoccupations and reflect on how well the National Council is meeting its responsibilities with regard to its mission.

Monitoring the National Council's performance and getting feedback on how well the National Council is doing is a crucial part of National Council and organizational learning. Some of the performance areas that may be evaluated include:

- Are we clear and in agreement about mission and purpose?
- Are values shared?
- Do we have a strong orientation for our new members?
- What goals have we set and how well are we accomplishing them?
- What can we do as a National Council to improve our performance in these areas?
- Are we providing clear and relevant governance for the association?

Whilst the association believes that evaluation is the responsibility of the National Council itself, they may choose at times to seek input from outside of the National Council.

The National Council may draw on representatives of Association's staff and members (with their consent) or even an independent consultant, to evaluate achievements, strengths and weaknesses. Utilizing people external to the National Council will only be initiated by full National Council consent.

This process should occur at least annually and the responsibility rests with the President or delegated person to organize the appraisal.

4.17 Committees of the National Council (Technical Advisory Committees)

The Association's National Council delegates management and governance powers to its sub committee(s).

4.18 Strategic Planning

The Strategic Plan is developed on a tri-annual basis. It is developed after a process of consultations with the National Council, staff, members, and other stakeholders. Production of the Strategic Plan is the responsibility of the Executive Director and the National Council formally adopts the final document.

The Strategic Plan outlines the key goals and objectives of Association's, as well as broad strategies to meet these objectives.

4.19 Work Programme and Budget (WPB)

The WPB is an internal document prepared by the Staff under the direction of the Executive Director, under the guidance of the National Council, designed to support the implementation of the Strategic Plan. It includes key strategies, actions, and areas of responsibility for staff members and budgets.

The WPB is developed and reviewed annually. The Executive Director reviews the Plan monthly, to evaluate progress against targets and consider emerging priorities and will present to the National Council.

4.20 Membership Register

A register of association's members is kept in the office. The list of members is published each year in the Annual Report. Membership information relating to individuals is subject to privacy legislation and is not made public. This will be a data base with various information about the person which will be used to generate interest and links between the member and the association.

4.21 The Annual Report

The Annual Report is published each year for the AGM. Typically, the Annual Report will include:

- a report from the President
- a report from the Executive Director
- progress report against the association's Strategic Plan
- a report from the Treasurer
- audited financial statements

Responsibility for producing the Annual Report and organizing the AGM resides with the Executive Director. He will liaise with the auditors and coordinate contributions from relevant staff, and coordinate production of the report by the relevant officer. The Annual Report will be on the association's website.

5 Honorary officers

5.1 Job description of the President

General responsibilities and attributes required: as previously stated under membership and volunteers.

Specific duties of the President

- To plan the annual National Council and TAC meetings schedule.
- To set agendas for National Council meetings.
- To chair and facilitate National Council meetings.
- To give direction to National Council policy making.
- To ensure that decisions taken at meetings are implemented.
- To represent the Association at functions and meetings and act as a spokesperson as appropriate.
- The Vice President acts for the chair when the chair is not available and undertakes assignments at the request of the chair. IN the event of both the President and Vice President being unable to attend the meeting an office bearer can be selected by among those present to chair the meeting
- To liaise with the executive director to keep an overview of the Association's affairs and to provide support as appropriate.
- To lead the process of appraising the performance of the chief executive.
- To sit on appointment and disciplinary panels.
- To liaise with the executive director to develop the National Council.
- To bring impartiality and objectivity to decision making.
- To facilitate change and address conflict within the National Council and within the Association, liaising with the executive director (if staff are employed) to achieve this.

Personal specification:

- leadership skills
- experience of committee work

- tact and diplomacy
- good communication and interpersonal skills
- Good media skills
- impartiality, fairness and the ability to respect confidences
- In most circumstances it would also be desirable for the president (and vice-president, if one is elected) to have knowledge of the type of work undertaken by the Association and a wider involvement with the voluntary sector and other networks

5.2 Job description of the General Secretary

General responsibilities and attributes required: as previously stated.

Specific duties of the General Secretary

The role of the general secretary is to support the president by ensuring the smooth functioning of the governing body. Tasks will include the following (either by carrying them out directly or delegating to a member of staff and ensuring that they have been carried out):

- To prepare agendas in consultation with the president and executive director.
- To make all the arrangements for meetings (booking the room, arranging for equipment and refreshments, organizing facilities for those with special needs, and so on).
- To prepare agendas in consultation with the president and executive director and circulate them and any supporting papers in good time.
- To receive agenda items from other governing body members and staff.
- To check that a quorum is present.
- To minute the meetings and circulate the draft minutes to all governing body members.
- To ensure that the minutes are signed by the president once they have been approved.
- To check that governing body members and staff have carried out action agreed at a previous meeting.

- To circulate agendas and minutes of the annual general meeting and any special or extraordinary general meetings.
- In Associations which are companies, to act as company general secretary where this role is not delegated to a member of staff or an outside person/organization.
- To sit on appraisal, recruitment and disciplinary panels as required.

Personal specification:

- organizational ability
- knowledge or experience of business and committee procedures
- minute-taking experience

5.3 Job description of the Treasurer

General responsibilities and attributes required: as previously stated.

Specific duties of the Treasurer

The role of a treasurer is to maintain an overview of the Association's affairs, ensuring its financial viability and ensuring that proper financial records and procedures are maintained and provide regular treasurer's report to the national council with the agenda and other board papers giving adequate time for the members to study the treasurer's report and to raise issues if there are any. Tasks will include the following:

- To oversee, approve and present budgets, accounts and financial statements.
- To be assured that the financial resources of the Association meet its present and future needs.
- To ensure that the Association has an appropriate reserves policy.
- To prepare and present financial reports to the governing body.
- To ensure that appropriate accounting procedures and controls are in place.
- To liaise with any paid staff and volunteers about financial matters.
- To advise on the financial implications of the Association's strategic plans.
- To ensure that the Association has an appropriate investment policy.

- To ensure that there is no conflict between any investment held and the aims and objectives of the charity.
- To monitor the Association's investment activity and ensure its consistency with the Association's policies and legal responsibilities.
- To ensure the Association's compliance with legislation.
- To ensure equipment and assets are adequately maintained and insured.
- To ensure that the accounts are prepared and disclosed in the form required by donors and the relevant national statutory bodies.
- If external scrutiny of accounts is required, to ensure that the accounts are scrutinized in the manner required (independent examination or audit) and any recommendations are implemented.
- To keep the governing body informed about its financial duties and responsibilities.
- To contribute to the fundraising strategy of the Association.
- To make a formal presentation of the accounts at the annual general meeting and draw attention to important points in a coherent and easily understandable way.
- To sit on appraisal, recruitment and disciplinary panels as required.

Personal specification:

- financial qualifications and/or adequate experience
- some experience of voluntary sector finance and fundraising
- the skills to analyze proposals and examine their financial consequences
- a preparedness to make unpopular recommendations to the governing body
- a willingness to be available to staff for advice and enquiries on an ad hoc basis

6 Governing body member code of conduct

6.1 Association values

As a governing body member of the Association I promise to abide by the fundamental values set out below that underpin all the activities of the Association.

6.2 Accountability

Everything the Association does will be able to stand the test of scrutiny by the public, the media, members, stakeholders, donor agencies, national or local government regulators and courts.

6.3 Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within the Association and, equally, when dealing with individuals and institutions outside it.

6.4 Transparency

The Association strives to maintain an atmosphere of openness to promote confidence of the public, individual members, stakeholders, staff, and national or local government regulators. Additionally, I agree to the following:

6.5 Law, mission and policies

- I will not break the law or go against national or local government regulations for non-governmental organizations in any aspect of my role as governing body member.
- I will support the Association's mission and consider myself its guardian.
- I will abide by the Association's policies.

6.6 Conflicts of interest

- I will always strive to act in the best interests of the Association.
- I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.
- I will submit to the judgement of the governing body and do as it requires regarding potential conflicts of interest.

6.7 Person to person

- I will not break the law, go against national or local government regulations or act in disregard of the Association's policies in my relationships with fellow governing body members, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as governing body member.
- I will strive to establish respectful, collegial and courteous relationships with all I come into contact with in my role as a governing body member.

6.8 Protecting the Association's reputation

- I will not speak as a governing body member of this Association to the media or in a public forum without the prior knowledge and approval of the president.
- In any justifiable circumstances where it was not possible to obtain prior consent, I will inform the president or executive director at once when I have spoken as a governing body member of this Association to the media or in a public forum.
- When I am speaking as a governing body member of this Association, my comments will reflect current Association policy even when that does not agree with my personal views.
- When speaking as a private citizen I will strive to uphold the reputation of the Association and those who work in it.
- I will respect governing body and individual confidentiality.
- I will take an active interest in the Association's public image, noting news, articles, books, television programmes and the like about the Association, about similar organizations or about important issues for the Association.

6.9 Personal gain

- I will not seek to gain materially or financially from my role as a governing body member, nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to the approved policy and procedure.
- I will not accept substantial gifts or hospitality without the prior consent of the president.

- I will use the Association's resources responsibly, when authorized, in accordance with the Association's approved policies and procedures.

6.10 In the boardroom

- I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by the Association.
- I will abide by governing body governance procedures and practices.
- I will strive to attend all governing body meetings, giving apologies ahead of time to the president if I am unable to attend.
- I will study the agenda and other information sent to me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
- I will honour the authority of the president and respect his or her role as meeting leader.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude towards the opinions of others while making my voice heard.
- I will accept a majority governing body vote on an issue as decisive and final.
- I will maintain confidentiality about what goes on at governing body meetings unless authorized by the president or governing body to speak of it.

6.11 Enhancing governance

- I will participate in induction, training and development activities for governing body members.
- I will continually seek ways to improve governing body governance practice.
- I will strive to identify good candidates for governing body membership and the appointment of new governing body members on the basis of merit.
- I will support the president in his or her efforts to improve his or her leadership skills.

- I will support the executive director in his or her role and, with my fellow governing body members, seek development opportunities for him or her.

6.12 Leaving the governing body

- I understand that substantial breach of any part of this code may result in my removal from the governing body.
- Should I resign from the governing body, I will inform the president in advance in writing, stating my reason for resigning, and I will participate in an exit interview.

7 IPPF Code of Good Governance

As a member of the International Planned Parenthood Federation (IPPF) FPASL has to follow the IPPF Code of good governance and also obtain the IPPF accreditation which is a standardization of management practices of IPPF members globally.

As per the IPPF Code of good governance the following will be practiced by FPASL governing body.

The Governing Body ensures member integrity and collective responsibility

- It promotes and protects the organization's mission, values and reputation and works to enhance its public standing through all activities carried out by members on behalf of the organization.
- It acts and makes decisions in the collective interest of the organization it governs and shares group responsibility for these decisions. Its members do not act or make decisions according to their own individual interests, or in the interests of any other organization or cause they may be involved in or have an interest in.
- It has a code of conduct that enables its members to identify and declare actual or potential conflicts of interest and provides an agreed process for dealing with such conflicts.
- It does not allow members to derive benefit from their position beyond what is allowed by the law and the rules of the organization.
- It ensures that members when elected by a particular constituency (for example, by a Member Association to Regional Council, or by young people) act for the collective benefit of the whole not just for that individual constituency.

7.1 The Governing Body determines the organization's strategic direction and policies

- It sets out the organization's strategic direction so as to deliver its mission, goals and objectives. With the Executive Director, it makes certain that the organization's programmes, activities and services reflect its strategic priorities.
- It concentrates on strategic thinking and does not involve itself with day to day operational and management matters.
- It creates policies and monitors the organization's activities in all areas.

7.2 The Governing Body appoints and supports the Executive Director

- It is responsible for the recruitment, support, professional development, appraisal and remuneration of the Executive Director.
- It ensures, primarily through the Chair/President, that the duties and responsibilities of the Executive Director (which includes the right to appoint the organization's staff) are clearly set down, agreed and carried out.
- It acts in partnership with the Executive Director to achieve the organization's mission.

7.3 The Governing Body monitors and reviews the organization's performance

- It monitors and reviews implementation of the annual programme and budget by receiving timely and objective performance reports that concentrate on the strategic implications of programme and budget outcomes.
- It ensures that authority delegated to volunteers and staff is sufficient for purpose and subject to appropriate budgetary and other limits; and that the use of such delegated authority is monitored and reviewed.
- It periodically reviews the organization's governance structure and its costs to ensure its continued relevance and effectiveness.
- It takes whatever steps are necessary to maintain the organization as an effective sexual and reproductive health and rights volunteer movement.

7.4 The Governing Body provides effective oversight of the organization's financial health

- It ensures that the organization is solvent and that its finances are managed ethically and according to the letter of the law.
- It identifies and regularly reviews the risks faced by the organization: it creates policies and takes action to manage the risks identified.
- It ensures that adequate insurance is provided to protect the organization against potential liabilities.
- It establishes the organization's system of internal control and regularly reviews its operation.
- It approves the budget, monitors spending and ensures that the organization's finances are managed in its best interests. It is responsible for the appointment of auditors and approves the audited annual accounts and financial statement.

7.5 The Governing Body is open, responsive and accountable

- It is open and accountable for its governance of the organization.
- It encourages and enables the engagement of service users and beneficiaries in the organization's planning and decision-making.

7.6 It is accountable for the performance of the organization; for ensuring that financial obligations are met; for operating ethically and within the law and other legal requirements. Accountability for these cannot be delegated by Governing Body members but authority to achieve them can be delegated.

- It is able to show clearly how the organization contributes to the greater good of the society it serves.

7.7 The Governing Body ensures its own review and renewal

- It organizes its work to make the most effective and efficient use of the time, skills and knowledge of its members, and ensures that their capabilities are enhanced through development and training activities.
- It engages in regular self-assessment of its own performance and that of individual Governing Body members.
- It identifies and develops potential members in order to maintain and increase the diverse range of skills, experience and knowledge required.

8 Volunteer Rights

Each volunteer is viewed as an important part of the association's ability to achieve its vision or to get the job done. Volunteers are accorded rights as individuals and volunteers. Below are some of the rights volunteers may expect as members of the association:

- Volunteers are to be treated with respect and courtesy.
- Volunteers are to receive proper training required to carry out the functions expected of him/her.
- Volunteers are not to be discriminated against because of race, ethnicity, religion, gender, age, handicap, marital status, family, or sexual orientation.
- Volunteers will receive information on issues regarding association's work. Concerns, and on policies.
- Volunteers will be recognized for their efforts in providing program inputs such as suggestions and services.
- Volunteers will know as much about the association as possible.
- Volunteers will be evaluated and receive recognition.

9 Strategic Framework

In 2004, the International Planned Parenthood Federation (IPPF) introduced a strategic framework for the period of 2005-2010. Founded on the global commitments of the International Conference on Population and Development (ICPD) and the UN Millennium Development Goals (MDG's), the IPPF Strategic Plan foregrounds five key priorities. These five areas which are known as the 5 A's by Member Associations of IPPF are:

- **Adolescents**
- **Aids**
- **Access**
- **Advocacy**
- **Abortion**

10 Governance Structure



Governance Structure

National Council



Technical Advisory Committees

Finance & Administration	Contraceptive Retail Sales	Youth	Medical	Information, Education & Communication
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General Membership

11 Volunteer Programme Procedure

11.1 Membership

Volunteers shall be requested to play a role or several roles on behalf of the organization, with the intent of broadening and expanding the volunteer involvement in the community. Volunteers shall be recruited without regard to race, color, national origin, gender, age, marital status, sexual preference, and/or disability. Volunteers may be recruited either through an interest in specific functions or through a general interest in volunteering which the association will attempt to match with a specific function.

All potential volunteers who want to become a members of the association are to complete a membership application. Membership application forms can be obtained from the Governance Department of the association. If applying for a position in governance, the potential volunteer must have certain qualifications which are specified in the Constitution.

The original membership application is to be forwarded to the Hony. General Secretary of the association for processing. Any potential volunteer may have to undergo a basic screening process. Governance roles will require background checks.

Before applying for a governance position all applicants are strongly requested to read the requirements of the position such as time availability, skills required, conflict of interest etc. and also the constitution.

Once a member of the governance has been elected or selected, he/she will receive a copy of constitution as well as the Volunteer Procedure Manual.

11.2 Selection and Appointment for Office Bearers/TAC members

Each potential member will have an interview with the governance and the committee in which he/she is considering volunteering. In addition to the interview, the governance may conduct reference checks with the names given by the potential volunteer.

Once a potential volunteer has been interviewed a committee chair or the Exco may choose to accept or decline a potential volunteer's services.

If a committee decline the service of a potential volunteer, the committee is to notify the National Council of the decision with the reason/s for rejection. The Governance will notify the potential volunteer through the Hony. Secretary that the committee is unable to use his/her services.

11.3 Members Driving

Members should not drive association's vehicles unless in an emergency situation. Members who drive personal vehicles during the course of their membership are required to have a valid driving license and current proof of insurance. No member may perform member services with their private vehicle with a suspended driver license. Any damages to the member's personal vehicle or damages caused by the member are the responsibility of the member.

11.4 Supervision of Members

Each member must have a clearly identified role and the Chair of the committee shall provide guidance of the work of the member, and shall be available to the member for consultation and assistance.

11.5 Orientation and Training

Once a member has been elected to the governance, they will participate in an orientation program designed to inform members about the association, its policies, procedures, programs, and regulations. This programme will be conducted by the Executive Director under the guidance of the President.

This informative session is designed to assist the member in their new role as a member with the association. Orientation will be scheduled at various times, as the need arises.

Regardless of how qualified new governing body members are, it will take them some time to learn how the Association and the governing body function.

An orientation process, appropriately designed and implemented, will help new members of the governing body to familiarize themselves with the Association, its mission, processes and procedures, as well as the roles and responsibilities of the governing body and the executive director. The sooner they feel a part of the governing body, the sooner they can contribute to the Association's development.

When national council members do not feel part of the team, or do not understand clearly what is required of them, the effectiveness of the national council and the Association is diluted. When this happens, members can act according to personal agendas or deal with the things they know about or are comfortable with – this means they can lose sight of the Association's long-term

interests. This can lead to their interfering too much in the management of the Association which, of course, is the preserve of the executive director.

It is important for all new governing body members to participate in the orientation process, regardless of their contacts or previous knowledge of the Association. It can alert governing body members returning after time away to changes in policies, systems or procedures. It can also be helpful for governing body members who need to refresh their memory on certain topics.

The Association's staff can participate in the orientation process, but the governing body has the ultimate responsibility to guide the process. It can be useful to appoint a mentor for each new member of the governing body (the so-called 'buddy system'). The mentor should be an experienced governing body member who can explain how the governing body functions and be available to answer any questions or concerns that the new member may have.

When should the orientation process start?

This will depend on whether new members are recruited from outside the Association or arrive after an agreed electoral process.

For those coming from outside, orientation should begin during their recruitment. Potential candidates should be sent general information about the Association, including its mission, vision and strategic plan, an outline of its programmes and activities, and its governing document. They should also be informed of their responsibilities as governing body members, including the number of meetings they must attend in a given period, their participation on committees, term of office and about the type of commitment they must make. It may be useful to provide a list of current governing body members and the last audited annual accounts together with the external auditors' report.

Much the same sort of information can be sent to Association volunteers offering themselves for election to the Association's governing body once they have signified their acceptance for nomination as candidates.

What steps should be included in the formal orientation process?

First step: initial contact

As soon as their appointment has been confirmed, new members of the governing body should be contacted to welcome them to the governing body and to inform them that they will receive detailed information about the Association and their role in it within a few days.

Second step: the Volunteer Procedure Manual and other information

Each new member should receive a copy of the *Governing Body Manual*. This will introduce them to the Association and provide a reference book for the future. Associations that do not have this type of manual should create one in loose-leaf format, which will allow sections to be updated easily when necessary. The manual should include the following sections:

- **Volunteer Procedure Manual:**
 - mission and vision
 - brief history
 - contact information for the Association (address of the main office, telephone numbers, email addresses and so on)

- **Official documents:**
 - governing document (such as the constitution, bylaws or regulations)
 - strategic plan
 - approved policies on relevant issues such as risk management, banking and general financial matters, insurance, health and safety, bullying and harassment, reimbursement of expenses, purchasing of goods and services
 - work programme and budget for the current year
 - minutes from recent governing body meetings (at least the last three)
 - most recent annual report
 - most recent financial audit report
 - official IPPF documents to provide information about the Federation and how it operates (such as what IPPF stands for, what it does and how it works)

- **Information about the governing body of directors:**
 - governing body members' names and general information about them
 - name and general information (CV) about the executive director
 - composition and structure of the governing body
 - governing body committees, including their terms of reference and members
 - schedule of meetings and events for the current year
 - the most recent evaluation of the governing body

- **Roles and responsibilities of the governing body:**
 - a document listing the roles and responsibilities of the governing body, both as a body and for individual members
 - a copy of the code of conduct for governing body members
 - general information about current programmes, activities and services provided (by type and number)
 - target population
 - an organizational chart showing reporting and accountability lines for staff

The list of topics set out above is not exhaustive; others may be added as considered necessary. It is important, however, that this manual is kept up to date. This may be done initially through the Association's website if one exists and followed up with hard copy to be added to the loose-leaf folder.

Third step: orientation meeting

Whether a formal orientation meeting is organized before the next scheduled governing body meeting will depend on a number of factors, such as the potential expense of calling in new (or returning) members from afar, and how many new members there are. If a separate meeting is considered justified it should preferably be held at the Association's main office, but at an alternative suitable venue if this is not possible. If it is not possible to hold an orientation meeting, then orientation should be one of the main items on the agenda for the first meeting of the new governing body.

Either way, new or returning members should be guided through the *Governing Body Manual*, paying particular attention to issues such as the Association's mission and vision, the strategic plan, structure, organizational chart and finances. Time should be spent to clarify the roles and responsibilities of the governing body and the honorary officers. It is also important to allow time for a question and answer session. However, it is important to avoid overloading the new members with information and it may be preferable just to provide a general overview and leave more detailed discussions to subsequent meetings. If the Association has decided to adopt the 'buddy system', this may be a good time to appoint a mentor for each new governing body member.

Fourth step: visit the Association's facilities and programmes

Finally, the new governing body members should visit the Association's facilities, as well as getting a first-hand opportunity to visit selected programmes, activities and service centres. This is a good opportunity for those members who are completely new to familiarize themselves with the services provided, find out

who receives services and their needs, and to meet the staff. Similarly, they should visit the Association's main office so they can see, for example, where the governing body meets and where the executive director's office is.

Observing the work in person will give them a better insight into the environment in which the Association operates and, in turn, help them make better decisions.

Governing body mentoring

It can be helpful to pair up a new governing body member with a more seasoned board member and ask the experienced member (mentor) to stay in contact with the new member during his or her first year on the governing body. The mentor can answer questions about the governing body and help the newcomer feel welcome. The relationship could be structured or less formal, depending on the needs of the new member, but each pair should be encouraged to clarify mutual expectations.

Post-orientation follow-up

Good practice dictates that every new governing body member in any organization should receive a thorough, well-administered orientation before assuming responsibility. A good orientation prepares the new governing body member to be an effective leader, supplying him or her with key information about the Association and about the responsibilities of governing body membership. Good orientation practices, along with well-thought-out volunteer profiling, ensure that new governing body members have the knowledge and confidence to influence policy making as well as the skills to contribute to the governing body's effectiveness.

However, it is good practice to carry out reviews some time after the orientation process to determine how well individuals have received and absorbed the information given to them and what each has done to further their understanding of the Association and, in particular, how the governing body works.

Post-orientation review meeting

A review meeting with the Association's president a couple of months after joining provides an opportunity for the new governing body member to give feedback, register problems and seek more information where needed. Such a review can be used to:

- provide any further explanation of the Association's structure or activities
- identify special skills and areas of interest for the new governing body member
- review basic governing body member responsibilities

- address problems that may have arisen
- identify areas where the new governing body member may want more support or training
- get feedback on how the new governing body member has found the experience of serving on the board

11.6 Compensation

Members would not be paid a salary or any such remuneration. However, they will be provided with traveling, meals, lodging, refreshments, etc., or a per diem in lieu of these when carrying out work for the FPA. These rates will be decided from time to time by the National Council. In addition members' expenses such as recruiting a secretary for a certain function will be reimbursed.

11.7 Work Schedules

Work schedules of members are diverse and varied depending on the Committee. Members are expected to attend meetings on time and should work with their Committee Chairs to set a schedule that is mutually acceptable. If a member cannot make it to their assignment or a meeting on a scheduled day, the member should notify their Chair as soon as possible.

11.8 Time Reporting

Chairs and Secretaries shall maintain a timesheet for the purposes of proper timekeeping and recognition. Individual members are expected to maintain accurate records of the time they have volunteered. Governance Department should inform the President on the member's time contribution which will be recognized at the end of the year.

11.9 Injury of a Member

The association provides medical treatment for injuries incurred while a member is performing his/her duties for the association.

11.10 Dismissal

A member of the governance who do not adhere to the rules, policies and regulations of the association or acts in a manner that brings disrepute to the association, are subject to dismissal from the governance after serving three notices .

11.11 Conflict Resolution/Problem Solving

If a problem should arise concerning any condition of the member's work with the association, the member should attempt to reconcile the matter with the committee chair and/or the president. All members are encouraged to attempt

to settle problems or issues requiring attention within the Committee to which the volunteer is assigned. However, if the volunteer feels that a workable agreement or a satisfactory solution to their problem has not been reached from discussion within the Committee, then notify the President, who will attempt to resolve the issue or problem. The decision of the President will be final.

11.12 Gifts

As a general rule, volunteers are discouraged from accepting gifts from outsiders in their voluntary work. However, depending on the situation these can be accepted.

11.13 Recognition

Recognition is not just a way of saying thank you, but a response to individual interest and reasons for being involved. Recognizing volunteers takes many different forms.

The association feels that volunteers are invaluable resources. Various awards, activities and just plain thank you's are another part of our efforts to recognize volunteers for helping the association.

11.14 Attendance

It is important that volunteers have attendance records. Being late may inconvenience those who are counting on their presence. If the volunteer must be late, he/she must notify their supervisor in advance.

11.15 Dress and Appearance

Each volunteer represents the association to the stakeholders. Your appearance contributes to the overall impression that our City portrays. Clothing appropriate to a business environment or the job being performed is expected as all volunteers are expected to present an image that is both professional and appropriate to their working conditions.

Volunteer Procedure Manual And Handbook

