**Annex I**

**SKPA Organizational Capacity Development Program**

**The Syllabus – Subject Contents of the Financial and HR Management Workshops, Conducted Through Zoom from August 25 – October 22, 2021**

**Module1:** **Financial Manual: Introduction- *August 25, 2021***

* Nature of Finance and Functions of Finance Management of Non Profit
* Overview and the Policy Framework
* Implementation and Compliance – Introduction
  + Sri Lanka Statement of Recommended Practice for Not-for-Profit Organizations (NPOs) (including Non-Governmental Organizations - NGOs)
* Framework for the Preparation and Presentation of Financial Statements -
  + Legal Framework and Definition of an NPO
  + Donations/Contributions, Grants and Donor Agreements
  + Restricted Funds, Unrestricted Funds and Accumulated Fund
* Users and their Information Needs, Qualitative Characteristics of Financial Statements and
* Underlying Assumptions
* How to Use this SL SoRP – Scope
* Application of Sri Lanka Accounting Standards
* Finance Manual for CSOs – Introduction into policy Framework
* Proposed Table of Contents for Financial Manual

**Module 2:** **Finance Planning and Budgeting Process** ***(August 30 & 31, 2021)***

* Introduction: overview, policy framework and the planning process
* Budgeting Framework
* Budget Planning and Preparation Process
* Biennium Budget Preparation Flowchart Processes of Sampled CSO
* Spreadsheet – Budgeting Template
* Cash Flow Projection Template
* Sample Multi-Program Line Item Budget
* Budget Implementation and Monitoring
* Key Steps Checklist in Budgeting
* Income and Expenditure Variance Analysis
* Budget Revisions: Supplementary Budget
* The roles and responsibilities for the planning and preparation of Budgets
* Important Aspects for Creating Budgets at Nonprofit Organizations

**Module 3: Basic Accounting System**

Accounting essentials to set up and operate a Double Entry Accounting System – ***September 6***

* Accounting Essentials to Set Up and Operate a Double Entry Accounting System – Accounting Theory; The Chart of Accounts; The Ledger Concept; Closing the Books; The Financial Statements; and Accounting Controls
* Basic accounting system comprises a standard Chart of Accounts that comprise a CSO’s general ledger. The accounts may be labeled and would classify according to the standard chart of accounts, the list of categories may include Assets; Liabilities; Owners’ Equity or Accumulated fund; revenues; Operating Expense and other relevant accounts

Processing a Formal Accounting System for Efficient Accounting and Finance Operations – ***September 7***

* Financial and Accounting Operations of a CSO
* Fixed Assets and Depreciation
* Intangible Assets
* Revenue and Receivables
* Cash Processing
* Payable Processing and Accrual
* Inventory Accounting
* Debt Accounting
* Payroll Activities
* Bank Transactions
* Financial Recording and Closing Procedures
* Financial Recording and Closing Procedures and functional Competencies in Finance Management relevant to NPOs – ***September 8***
  + Financial Ledger and Records
  + Project Accounting
  + Direct Costs and Indirect Support Costs
  + Trial Balance General Policies
  + Closing Activities
  + Period-end Reporting
  + Additional Requirements for Half-yearly and Annual Closing Activities including Physical verification
  + Document Retention and Destruction
* Presentation of Financial Statements - special guideline issued to NPOs to prepare and present their financial statements (SLFRS Framework) – ***September 9***
* Underlying Assumptions
* A complete set of Financial Statements includes:
  + Statement of Financial Position.
  + Statement of Financial Performance – the income and expenditure of all funds.
  + Statement of Changes in net assets/equity.
  + Cash Flow Statement.
* Distribution and Publication of Financial Statements
* Appointment of External Auditor

**Module 4: Financial Reporting Mechanism**

* Overview of Financial Reporting and Financial Reporting Framework for NPO including Audited Financials and Non Profit Annual Report – ***September 13***
  + Financial Reporting Framework for NPO
  + Financial Reporting Cycles
  + Nonprofit Annual Report
  + How do you Analyze a Non Profit Financial Statement
  + Key Financial Metrics to Measure Nonprofit Health – Liquidity
* Conceptual Framework for Financial Reporting in terms of Sri Lanka Statement of Recommended Practice for Not-for-Profit Organizations and NGOs – ***September 14***
* How to Use this SL SoRP
* Donations/Contributions, Grants
* Donor Agreements (Requirements for Audited Financial Statements, a Variance Report, and Narrative Progress Report)
* Restricted Funds
* Unrestricted Funds
* Accumulated Fund
* Users and their Information Needs
* Qualitative Characteristics of Financial Statements (Understandability, Relevance, Reliability and Comparability).
* True and Fair View
* Underlying Assumptions includes Going Concern; Accrual Basis
* Illustrative Financial Statements Structure for NPOs [including NGOs] based on SLFRSs
* Application of Sri Lanka Accounting Standards for NPOs
* Financial Reporting Requirements in terms of SLFRS Framework– ***September 15***
  + Sample Nonprofit Financial Statements
  + Sample Nonprofit Significant Accounting Policies
* NPO Specific Provisions and Significant Accounting Policies Recommended for Not-for-Profit Organizations – ***September 16***
  + NPO Specific Provision
* Analyze a Non Profit Financial Statement as to Evaluate Financial Conditions for a NPO – ***September 17***
  + Nonprofit Financial Analysis Worksheet
  + Nonprofit Financial Ratio Analysis

**Module 5: Procurement Procedure**

* Overview and The Framework of Standard Procurement Process For CSOs & Procurement Preparatory Activities and Procurement Planning - ***September 21***
* The Stages in the Procurement Process Including Procurement Process Flow Chart
* Flow Chart of Standard Procurement Procedures
* Proposed Procurement Procedure for CSO – The Scope
* Procurement Committees and their Functions
* Procurement Preparatory Activities and Procurement Planning including Master Procurement Plan (MPP), Annual Procurement Plan (APP), Procurement Packaging and Slicing, Detailed Procurement Plan (DPP), Monitoring of Procurement Plan
* Commonly used procurement methods and financial delegation under direct procurement & Preparation of biding documents and bidding procedure - ***September 22***
* Commonly used procurement methods
* International Competitive Bidding (ICB)
* Limited International Bidding (LIB)
* National Competitive Bidding (NCB)
* Limited National Bidding (LNB)
* Shopping
  + National Shopping (NS)
  + International Shopping (IS)
  + Registration of Suppliers/Contractors
  + Use of Rainbow Pages
  + Force Account
* Direct Contracting
* Repeat Orders
* Direct Contracting to Community Based Organizations
* Emergency Procurement
* Two stage Bidding Process
* Two Envelop System
* Pre-qualification
* Financial Threshold Limits for Different PCC and Financial Authority under Direct Procurement
* Invitation, Closing and Opening of Bids
* Bid Evaluation
* Award of Contract
* Contract administration practices & Stores and (inventory) management - ***September 23***
  + Special Procurements
    - Procurement of Commodities
    - Procurement of Spare Parts
    - Repairs and Maintenance
    - Repairs to Motor Vehicles and Equipment
    - Purchasing of Fuel
    - Information Systems
    - E-Procurement
  + Contract Administration
    - Contract Administration Plan (CAP)
    - Performance Assessment Plan (PAP)
    - Surveillance Techniques
    - Monitoring Methods
  + Stores (Inventory) Management
  + Stores (Inventory) Records
  + Handing over and Taking Over of Stores
  + Stock Controls
  + Stores Verification
  + Actions to be taken for the Disposable Items
* Order of Write-Off and Surcharges on losses
* Selection and Recruitment of Individual Consultants and Firms - **S*eptember 24***
* Type of Consulting Services
* Appointment of Consultant Procurement Committees
* Selection Methods and the Selection Process

**Selection Process**

* Preparation of TOR
* Preparation of Cost estimate and the budget
* Publication of EOI
* Preparation of Long List
* Preparation of the Short List
* Preparation of RFP
* Issuance of RFP to short listed Consultants
* Receipt of technical and f financial proposals
* Evaluation of technical proposals
* Public opening of financial proposal of the Consultancy
* Determine the organizations which have achieved the minimum score specified in the RFP
* Evaluation of financial proposals of such organizations
* Final evaluation of quality and cost
* Negotiations and award of the contract to the selected Consultancy organization
* Award of Contract

**Selection Methods**

* Consultancy Organizations:
* Quality and Cost Based Selection (QCBS);
* Quality Based Selection (QBS);
* Selection under a Fixed Budget (FBS);
* Least Cost Selection (LCS);
* Selection Based on Consultant’s Qualifications (CQS);
* Single Source Selection (SSS); and
* Selection of particular types of Consultant
* Individual Consultants
* Individual Consultants Single Source (ICS)
* Individual Consultants Competitive (ICC)

**Module 6: Finance Manager’s Roles and Responsibilities – September 27, 2021**

* The Finance Manager is responsible for managing the financial activities, ensuring legal and regulatory compliance of the financial functions…
* Sample JD template with area of key responsibilities, key qualification, knowledge and skills, attitudes with all other information.
* Get the information for following questions to develop a sampled JD for Finance Manager position of CSO
* Developing a Position Description for Finance Manager of CSO

**Module 7: HR Management (10 Lesson Days)**

**Chapter 1: Business Code Practice, Compliance and Data Security *(October4)***

Human Resource Management – Overview

Business Code Practice & Compliance

* Organizational chart clearly delineating basic job roles
* Conflict of interest, organizational communication like open door policy, rumors and blackmailers, issuing employee details, service letters and salary particulars, access to personnel files, mass media communication, communication channels, confidential information,
* Dress code, attendance and punctuality, use of organizational property

Data security or Privacy policy

* Protection of confidential information and trade secrets
* Code of conduct and organizational ethics

**Chapter 2: Employment Practices**

* Human rights and equal opportunities, prohibition of harassment, prohibition of forced or child labor,
* Provision of occupational health and safety environment,
* Disclosure of employee personal information
* General formalities like pre-employment formalities and commencement of employment and induction

**Chapter 3: Recruitment, Selection and Induction (*October 5)***

Recruitment and Selection

* Overview, policy framework and procedures on recruitment
* Manpower planning, recruitment planning, vacancy awareness and advertising,
* Candidate screening, interview and assessment process, recruitment finalization,
* Post recruitment process, and recruitment of project staff.

Induction and Integration Program

* Pre induction, induction and post induction phases of new recruits
* New leader assimilation program – guideline
* Induction program content and checklists

**Chapter 4: General Terms and Conditions of Employment *(October 6)***

* Working hours and attendance: time attendance and attendance recording systems
* Leave entitlement: various leave provision include annual/ vacation leave, casual leave, medical leave, maternity leave
* General provision for: duty leave, short leave, half day leave, unauthorized leave, lieu –leave, day-off, leave to attend courts, leave to vote at elections, duty leave for official purpose, duty leave to attend training, leave without pay, and special leave for communicable/ infectious diseases and absence from work due to accidents while on duty
* Procedure for application of leave and employee responsibility of using the privilege of leave
* Declaration of weekly holidays, procedure to engage for work outside the normal working hours – engage in overtime
* Procedure for assessment and confirmation of employees who are under period of probation.

**Chapter 5: Rewards and Recognition *(October 7)***

* Remuneration structure include base salary and other allowances, pay increase, overtime rates etc.
* Payment of salaries and overtime, pay administration and pay records including EPF/ETF
* Other fringe benefits like bonus, attendance incentives, leave encashment, salary advance, festival advance, and medical benefits etc.
* Employee well-being practices like annual trip, family gathering events
* HR practices on non – remuneration recognition like commendation, appreciation, staff retreat etc.

**Chapter 6: Performance Review, Training & Learning Practices *(October 11)***

Performance Planning, Monitoring and Review

* Performance management system includes formal process of planning, monitoring and reviewing
* Performance appraisal and review mechanism: setting performance standards and targets under pre-defined performance criteria (KRAs /KPIs), conduct formal bi-annual review and annual appraisal
* Appraisal process: conducting appraisal interviews – one to one, one to may or 360 degree feedback analysis
* Framework of competency: competency mapping, competency analysis competency feedback assessment, potential assessment for feeder job position
* Behavioral, trait and result-oriented performance appraisals

Training, Development and Learning Practices

* Training Planning: Training Need Analysis (TNA): capturing individual training needs as well as departmental or functional training needs that requires addressing competency gaps
* Preparation of annual training plan, training calendar and the training budget,
* Organizing and conducting training programs: Training program planning, preparation of a session plan, selecting appropriate training methodology, build internal and external resource fleet, coordinating and administering a training program and conduct training evaluation
* Training for the skills needed for future development – professional skills and leadership development etc.
* Various sources of learning: departmental meeting, performance review discussion, internet etc.

**Chapter 7: Superannuation and Severance *(October 12)***

Superannuation**:** providing terminal benefits within the legal provision

* Employees’ Provident Fund
* Employees’ Trust Fund
* Payment Of Gratuity Or Pension

Severances practices

* Retirement
* Volunteer resignation
* Vacation of employment
* Medical condemnation
* Dismissal on disciplinary grounds
* Expiration of the contract period
* Redundancy of the service contract
* Conduct exist interviews
* Terminal dues and benefits and clearance on severance

**Chapter 8: Conflict and Grievance Management *(October 13)***

* Process of the conflict resolution in an organization
* Grievance redressel system: a formal process to settle employee grievances (addresses including violation of the terms of employment, the law, organization regulations, and worker’ rights or accepted past practices etc.)
* Key components of grievance mechanism:
  + Raised with the immediate supervisor - conciliation
  + Internal review hearing stages
  + Arbitration hearing
  + Dismissal of complaint
  + Withdrawal of grievances
* Responsibilities of the officer handling grievances etc.
* Records on grievances received, responded, resolved, withdrawal and dismissal, and appeal process etc.

**Chapter 9: Disciplinary Management *(October 14)***

Disciplinary Procedure

* Obligation of an employee
* Lists of some acts of grave misconduct and some acts of minor misconduct
* Minor offences committed for the first time
* Disciplinary actions against probationers, temporary, contract and casual employees
* Termination on vacation of post
* Termination of service on general inefficiency
* Disciplinary orders in special circumstances
* Criminal offences and bribery
* Any employee charged / indicted by a Criminal Court
* Order of disciplinary authority including punishments and appeal process

Forms of Disciplinary Actions through a Formal Process

Forms of disciplinary actions including key steps of domestic inquiry procedure

* + - * + Preliminary investigation, issuing a show cause notice on a prima facie case
        + Interdiction and compulsory leave
        + Framing /issuing a charge sheet on misconduct, charges on warrant dismissal and suspension, formal inquiry proceeding, action on grave misconduct
        + Formal inquiry proceedings (appointment of prosecuting officer and inquiry officer, defence representative
        + Order of disciplinary authority including punishments and appeal process

**Chapter 10: The Employee Law and Employee Rights *(October 21)***

Employment Laws:

* Legal Framework in Sri Lankan Context of Labor Laws
* Overview of labor laws and regulations connected to HRM: Law relating to the employment and termination from employment Please see Annex I: legal framework in Sri Lankan context of labor laws

Employee Rights:

* How Employee Seek Relief from Labor Tribunal (LT), Human Right Commission (HRC) and Government Ombudsmen
* Provision available under the Industrial Disputes Act for employees to seek relief from Labour Tribunals in relation to Termination of Employment and the possible relief garneted by LT including reinstatement of workmen subject to an appeal firstly to the High Courts and thereafter even to the Supreme

Health and Safety Regulations

* Occupational Health and Safety Administration (OSHA) regulations, including their relationship to HRM Occupational safety & health conditions mandatory provisions is available under the Shop and Office Employees Act

Equal Employment Opportunity Regulations and Fair Labor Standards

* Explanations of the various type of discriminations faced by female employees due to their gender gap and fair labor standards and the provisions available them to treat with equality

**Chapter 11: Current Issues & Trends in HRM *(October 22)***

Work Place Diversity

* Ability and disability diversity in the workplace
* Age diversity in the workplace: different types of ages within a business environment and how adjust to an aging population in various ways
* Gender diversity in the workplace: gender diversity deals with equal representation of men and women in the workplace
* Cultural diversity in the workplace: cultural diversity is a form of appreciating the differences in individuals. The differences can be based on gender, age, sex, ethnicity, sexual orientation, and social status. Organizations have realized the value in acquiring a diverse workforce.
* Workplace violence: violence in the workplace and steps that HR can take to reduce it

Alternative Work Arrangements: HR Challenges in Managing Global Pandemic

* Pros and cons of alternative work arrangement: home office, virtual teams and telecommunicating : virtual team, flexibility, drawbacks

HR challenges in managing global pandemic: study the element of a global pandemic situation with analysis of its course and effect and define strategies to overcome HR challenges

Human Resource Information Systems

* Human resource information systems: costs and benefits to employee, HR and organizations– how heading to a 'paperless' office, the amount of information handled by HR professionals seems to keep growing