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**LEADERSHIP, MANAGEMENT  
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*Inspired Leadership. Sound Management. Transparent Governance.*



# MANUAL ON ESSENTIAL MANAGEMENT SYSTEMS

**A MODEL FOR STRENGTHENING  
REHABILITATION CENTERS**

Developed for the International Committee of the Red Cross

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## INTRODUCTION

**R**ehabilitation centers in many countries currently provide integrated physical and socioeconomic rehabilitation services, mobility devices, and other technological resources designed for persons with disabilities. Many rehabilitation centers have been established and are currently managed by civil society organizations, others have been established as part of the public sector. Centers operate with technical and financial support from by a wide range of collaborating agencies and donors, as well as with income they generate from the sale of services.

The centers may have a General Assembly, Board of Directors, Executive Director, and an Administrator, supported by an organizational structure that enables the implementation of various programs and projects that deliver their products and services. The centers are at different stages of development in terms of the organization of their operating processes, procedures, and rules governing their management systems. Some have instituted standard operating procedures, while others have yet to do so. Standard operating procedures enable the efficient management of a center's function and ensure the appropriate monitoring and use of the human, material, and financial resources by each program, as well as the resources used by the center itself.

The Leadership, Management & Governance Project (LMG) funded by the US Agency for International Development (USAID), in partnership with the International Committee of the Red Cross (ICRC), prepared this manual to improve management practices and institute a culture of quality assurance and innovation among teams responsible for running rehabilitation centers. The manual may be adapted to the specific conditions, needs, and contexts of rehabilitation centers in any country. It is likewise a useful resources when setting up new centers and training new staff.

The manual presents an approach that centers can use to improve their management practices and their core management systems.

Six essential management systems, related processes and procedures, and best practices for a rehabilitation center were identified during the preparation of the manual. It describes a systems-based approach, a methodology, and step-by-step examples for developing, adjusting, or updating the fundamental management components of a center, including the following:

- The center's principles and values, its mission or *raison d'être*, and the vision for the future that it wishes to build.
- Its fundamental roles and functions;.
- The six management systems that are essential to ensuring effective operations, including:
  - Standards for the effective performance and quality of each system,
  - Descriptions of the processes, procedures and activities for each system,
  - The job positions involved in each activity and for the center's management systems as a whole
- Basic job descriptions and profiles for the principal positions.

The manual introduces the reader to the systemic approach and its application to improve the operations of a rehabilitation center and for continuously evaluating the quality of the performance of its core management systems. It may also serve as a guide for personnel involved in the specific management systems and processes in any given center.

## OBJECTIVES OF THIS MANUAL

The following are the manual's basic objectives:

- To provide an overview of the basic systems, processes and procedures required for the effective management of rehabilitation centers.
- To provide an example of the mission and vision of a rehabilitation center, and the roles, functions and systems that constitute its core organizational components.
- To present the set of processes (along with the respective procedures and activities) required by each management system for the effective performance of the functions of a rehabilitation center.
- To describe the attributes required of individuals holding specific jobs, along with their respective position descriptions and job profiles.
- To serve as a guide for personnel involved in management and administrative activities of a rehabilitation center.



## THE CONCEPTUAL MODEL AND METHODOLOGICAL APPROACH USED TO DESIGN THE MANUAL

The manual is based on a systemic approach to process-based management. According to the systemic approach, a modern organization has four core pillars: (1) a set of work processes; (2) human talent; (3) a structure; and (4) an organizational culture. These four pillars should be focused - in a coordinated and synergistic manner - on the achievement of the organization's mission, vision, roles, and functions. All of the pillars are supported by the use of technology. These organizational components are illustrated below.

FIGURE 1. The Four Pillars



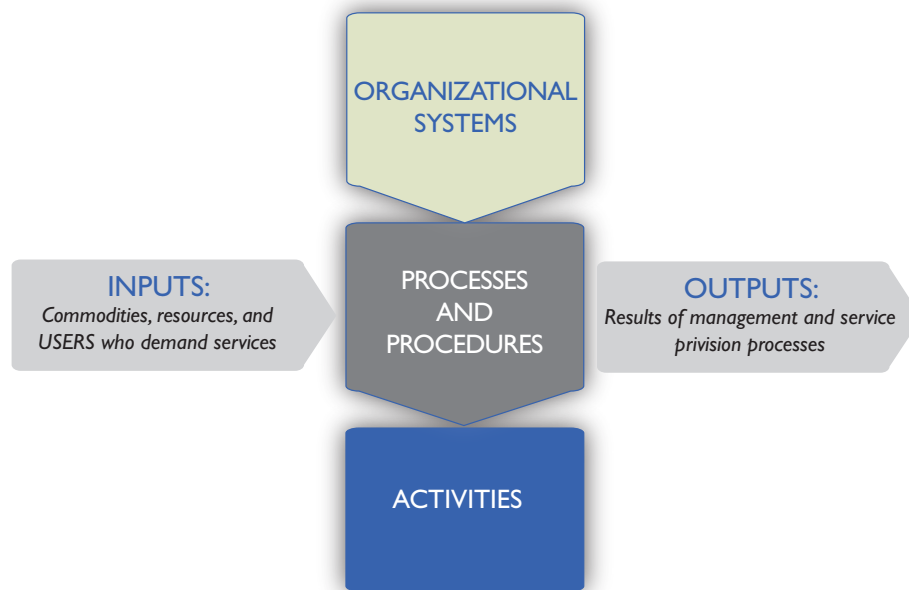
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### Pillars of the Organization

The mission, vision, roles and functions are components of an organization's strategic management framework. The framework is based on a set of principles and values that are essential to the effective operations of a rehabilitation center.

The strategic management framework makes it possible to visualize a rehabilitation center as a macrosystem for the production of goods and services (see below). The macrosystem consists of a set of systems, including as the program management system, human resources system, procurement system, financial and accounting system, general services system, and information management and quality assurance system.

FIGURE 2. Components of the Systemic Approach



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## Visualizing the Organization as a Macrosystem

A system consists of a set of policies, functions, standards, processes, and subunits, all mutually interrelated and interdependent, that together create an integrated, operational whole. These elements are analogous to the systems of the human body or of the universe. Working together, they allow rehabilitation centers to fulfill their mission, achieve their vision, carry out their roles and functions, and achieve planned and expected results.

Management systems in rehabilitation centers play important roles, perform a set of major functions or responsibilities, and carry out a set of processes, procedures, activities, and tasks. Each system uses inputs (the first component of the systemic approach), which are transformed or processed (the second component of the systemic approach) to obtain desired results or products (goods and services) or outputs (the third component).

1. **Input** refers to materials, commodities, equipment, and personnel. Inputs are all of the resources used at each stage of the processes carried out by the center's various programs, projects and management areas.
2. **Process** refers to the set of procedures whose purpose is to transform an input into products or services that the centers deliver to serve the needs of their user populations. **Procedures** are the consecutively organized activities that are carried out in order to attain a desired goal or objective. **Activities** are the series of tasks that a rehabilitation center implements to carry out its defined functions.
3. **Output** refers to the measurable and verifiable result or product. The output is a material good or service delivered to the user population, that is, to the center's clientele.

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## Components of the Systemic Approach

**Systems** share several characteristics. Each system:

- Makes it possible for the organization to fulfill its mission and purpose.
- Performs functions that are essential, unique, and complementary.
- Implements processes, procedures, activities, tasks, and steps.
- Complies with basic standards that are required to ensure proper, efficient, and high-quality performance of the system.
- Uses technical tools.
- Has its own functional and organizational structure.
- Has personnel who exhibit a set of values and a specific work culture.

## THE PRINCIPLES AND VALUES OF A REHABILITATION CENTER

A principle is the essential or fundamental cause that guides the actions of a human being or an organization. Values are reflected in personal or organizational behavior; they are standards that have been determined to be desirable. Decisions are made based on values about the appropriate way to act in the wide variety of situations that arise during daily activities, in this case, during the daily activities of a rehabilitation center.

The foundation of a rehabilitation center consists of a set of values that guide the individual and collective performance of work groups for the purpose of fulfilling the center's mission and achieving its vision.

The values of one of Central America's most important rehabilitation centers, Fundación para la Rehabilitación Walking Unidos (FURWUS) in Nacaragua, are provided below as an example. They guide individual and collective efforts for the fulfillment of the center's mission and the achievement of its vision.

### BOX 1. FURWUS: Our Values

- Dedication to work
- Commitment to public service
- Equal opportunity
- Good community relations
- Respect for human rights

## THE MISSION OF A REHABILITATION CENTER

The mission is the purpose or reason why rehabilitation centers exist and do what they do, what distinguishes them, and makes them unique. The mission provides clarity on an organization's approach for its personnel, and defines the scope and direction of all of their actions.

By answering the following four basic questions, managers of a rehabilitation center, working in collaboration with their work groups, may prepare the center's mission statement:

1. **Who do we serve? To which target populations will we give our priority attention?**
2. **Which needs of our user population will we address?**
3. **Through the use of what means, strategies, or mechanisms will we work to achieve our results and goals?**
4. **What benefits do we expect to generate from what we are going to do, and for whom?**

Clear, coherent, and concrete responses to these questions enable the preparation of a draft version of a mission statement that may be reviewed, modified, and fine-tuned by key staff and stakeholders. The ultimate aim is to finalize a mission statement that describes the purpose or reason for the existence of the rehabilitation center.

The mission of FURWUS is provided as an example.

### BOX 2. FURWUS: Our Mission

**To create for all persons with disabilities, for the community, and for groups at risk or living in vulnerable conditions, more and better opportunities, including physical rehabilitation, social development, and economic and educational integration, that will allow them to develop as productive members of their communities.**

## THE VISION OF A REHABILITATION CENTER

It is difficult to reflect on, and create, the future of an organization in the absence of a vision or a well-defined destination. A vision depicts the desired future; it is a powerful tool that allows rehabilitation centers to direct and focus their efforts. With a vision, they are able to create an image of the future that will allow them to align, inspire, motivate, and generate commitment from their work groups.

A rehabilitation center's vision reflects the commitment of its work groups to the future they wish to build. The vision shows them the direction they must go to advance from their current situation to the new rehabilitation center which, through the collective efforts of all, they wish to create for the benefit of their user population.

The vision for a rehabilitation center should focus on an image depicting the needs of its beneficiary population as being fully satisfied, along with the commitment undertaken to satisfy those needs (as described in its mission statement). For the vision to be effective, the management units and work groups who will put it into practice

should develop the vision together using a participatory process. Together, they think strategically and ask: “How do we wish to see ourselves in the future?” There are four primary considerations that should guide them in answering this question.

1. They should have the center’s mission statement, on hand and should keep in mind the target population group or groups that they serve.
2. They should place themselves inside the minds of their beneficiary population group or groups, collaborating agencies, partners, the competition and/or society, in general, in which the center operates, and reflect on the following:
  - How would they like people to see their center five or more years from now;?
  - What would they like people to say about their center and its staff?
  - What would they like people to say about their center’s participation in the market?
  - What would they like people to say about the care they provide, the services they offer, and the operations of the center?
3. To complement the mission, they should answer the following questions based on what they themselves envision for the center:
  - How do they see their center and themselves five or more years from now?
  - What elements of their mission will they have achieved and in what areas will they have excelled?
  - In working towards their mission, in what progress will they be most proud (for example, the center’s operations and its financial situation, its personnel, progress made in terms of coverage, quality, service provision, image, etc.)?
  - What values will they be practicing and how will these values be reflected in the center and in the services it provides?
4. The group should translate the ideas generated into a short paragraph that describes, in concrete terms, the future desired for the center, in such a way that the vision is:
  - Tangible
  - Descriptive
  - Stimulating
  - Challenging
  - Achievable

As an example, consider FURWUS’ vision statement.

#### BOX 3. FURWUS: Our Vision

We are internationally recognized as a MODEL organization to be emulated by developing country social service institutions, as well as for being a change agent in the areas of public policy and increased accessibility by persons with disabilities to quality services that effectively contribute to their improved standard of living..

## MAJOR ROLES AND FUNCTIONS OF A REHABILITATION CENTER

Rehabilitation centers perform a set of roles to fulfill their mission, attain their vision and achieve planned and expected results. Roles are unique, complementary and of equal importance. To define a center's roles, each broad subject area described in the mission and vision is identified. The subject areas essentially represent the roles that the center performs. The vision usually contains the major components of the mission, but a review of both should always be done. This ensures that all roles or subject areas have been considered.

In the FURWUS example, the center's roles may be identified as follows:

FIGURE 3. FURWUS Center's Roles



**Functions** are the specific overarching responsibilities of rehabilitation centers, as well as those of each of the center's component management systems. Functions should be aligned with the center's activities and with its mission and vision. They should avoid duplication and enable the clear definition of the specific responsibilities of the center's various work groups and internal units. Functions should be described clearly and simply to facilitate staff understanding and correct implementation.

The clear and precise definition of the major functions of a particular center or management system begins with the roles performed by the center. Each function is directly related to one or more of the center's roles. Often, several functions are carried out when a center performs a specific role.

The following are the basic roles and functions of a rehabilitation center that should be considered:

1. Carrying out interventions that have a policy impact and that fully recognize the rights of the population of persons with disabilities, including the right to equal opportunities in the areas of employment, health, education, etc.
2. Advocating for the rights of persons with disabilities, including the right to equal opportunities.
3. Facilitating access for persons with disabilities to integrated, high-quality goods and

services.

4. Creating opportunities for persons with disabilities, through the provision of physical rehabilitation, social development, and economic and educational mainstreaming, enabling them to develop as productive members of their communities
5. Defining a model for a social organization that is effective, efficient, and financially sustainable, and has its own policies, management systems, processes, procedures and tools, production, human development, image, and quality of services.
6. Effectively managing the center's various areas, projects, and programs.
7. Planning, administering and promoting the effective and efficient development of the center's human resources within a satisfactory and productive workplace environment
8. Planning and enforcing the timely availability and efficient and effective use of material and financial resources for the achievement of goals and results, and having information available that makes it possible to evaluate the center's financial performance.
9. Taking steps to obtain resources that will contribute to the center's financial sustainability over the medium and long term.
10. Ensuring effective performance and compliance with the center's goals and expected results in terms of service production, costs and quality.



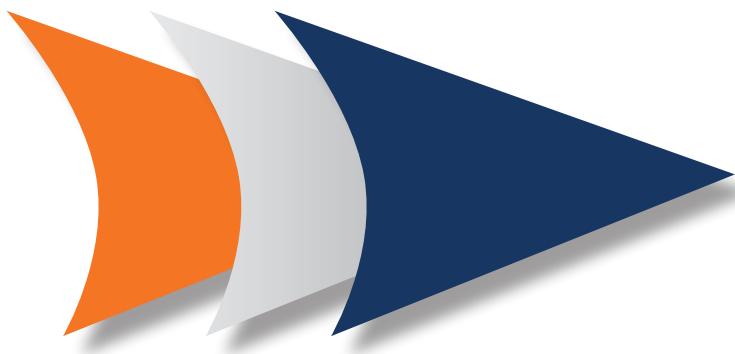
## THE ESSENTIAL MANAGEMENT SYSTEMS OF A REHABILITATION CENTER

According to the systemic approach, a rehabilitation center consists of a set of management systems, similar to those of the human body, with each having a purpose, performing complementary roles and functions, equipped with specific structures, and carrying out a variety of processes and procedures designed to assure compliance with policies and regulations. Taken as a whole, the management systems enable a center to develop, grow, and survive.

This manual focuses on six systems that are essential for the effective management of a rehabilitation center. The systemic approach presented in this manual may serve as a roadmap to establishing the organization, processes, procedures, and structures - both functional and organizational - for the administrative operation of rehabilitation centers. The following chapters describe the specific activities for each of the procedures and processes, with their corresponding performance standards, job positions, and job descriptions and profiles required to effectively carry out the functions and achieve the objectives of each essential management system in a rehabilitation center:

1. Program Management System
2. Human Resource Management and Development System
3. Procurement System
4. Financial Management System
5. General Services System
6. Information Management and Quality Assurance System





# SYSTEM I: PROGRAM MANAGEMENT

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## SYSTEM I: PROGRAM MANAGEMENT

The program management system consists of essential guidelines for managing the rehabilitation center, including policies, strategic and operational plans, and the identification of necessary resources. It ensures the efficient management and use of resources for the operationalization and proper organization, alignment, and motivation of work groups, which are all working to ensure organizational stability over the medium and long term.

### Core functions of the system

- Formulating institutional development policies that contribute to continuous performance improvement, and assuring compliance with the center's mission, desired results, and strategic objectives.
- Directing the preparation and consolidation of the center's strategic and operational plans, and ensuring that they are mutually consistent and coordinated.
- Organizing, aligning, directing, and coordinating work groups to ensure their effective achievement of the center's objectives.
- Identifying, negotiating, and monitoring the financial resources necessary for carrying out the center's plans.

### Standards ensuring the proper, effective, and high-quality performance of the system

1. The center has a set of policies in place that facilitate its proper operation and the fulfillment of its mission.
2. The center is guided by a strategic plan that is updated at least every five years, with input from members of the Board of Directors, executive staff, internal auditors, and coordinators of currently existing programs.
3. All of the center's units and programs carry out planned activities, and work to achieve goals established in the annual operational plan.
4. The center's management areas as well as the care-providing units, and programs are organized, carry out their activities, monitor their progress, and take corrective actions, as needed.
5. A plan is prepared to diversify sources of funding and attract investments that generate a social return, and in so doing contribute to the center's financial sustainability. This plan is monitored on an ongoing basis.

## Program management system processes

To ensure the proper fulfillment of each of the program management system's major functions, the set of processes and procedures listed below should be carried out. This will ensure the system's effective performance and the achievement of expected high-quality results. To achieve the appropriate level of performance of each of the listed activities, the job positions responsible for the system's implementation should be determined, as well as the individuals charged with providing appropriate supervision, support, and approval, as required.

The program management processes, procedures and activities to be carried out are as follows:

1. **Strategic planning**
2. **Planning—annual operations programming**
3. **Work group organization, management, and coordination**
4. **Identification of funding sources**

## Description of Process 1: Strategic planning

### Procedure 1.1: Approval of policies, programs, regulations, and procedures

Activity No.	Activity description	Individual responsible
I.1.1	Periodic review and submission of proposals on the need to develop or update policies, programs, regulations, or procedures.	Administrator / Program Coordinators
I.1.2	Review proposals and determine the need to develop or update policies, programs, regulations, or procedures.	Executive Director
I.1.3	Define the subject areas or guidelines for the issuance or updating of the identified policies, programs, regulations, or procedures.	Executive Director / Administrator / Program Coordinators
I.1.4	Prepare a proposal for the policy, program, regulation, or procedure in question.	Administrator / Program Coordinators
I.1.5	Present, discuss, and make changes or technical revisions to the final proposal document.	Executive Director / Board of Directors
I.1.6	Make any changes suggested by the Board of Directors.	Administrator / Program Coordinators
I.1.7	Approve the proposal submitted and issue a corresponding resolution.	Executive Director / Board of Directors
I.1.8	Disseminate to appropriate stakeholders for their information and compliance, with a copy for the files.	Executive Director / Board of Directors

### Procedure 1.2: Strategic planning

Activity No.	Activity description	Individual responsible
I.2.1	Review a situational analysis to develop or update the multiyear strategic plan.	Executive Director or Administrator
I.2.2	Prepare the timeline for preparing and/or updating the strategic plan, followed by discussion and approval.	Administrator / Executive Director / Board of Directors
I.2.3	Discuss and define guidelines, subject areas, and methodological approach to be used to develop/update the strategic plan.	Executive Director / Board of Directors
I.2.4	Participate in and implement, a meeting to review, develop, or update the strategic plan in accordance with the previously agreed-upon timeline, guideline,s and methodological approach.	Executive Director / Board of Directors / Administrator / Program Coordinators
I.2.5	Prepare the final document describing the strategic plan.	Executive Director or Administrator
I.2.6	Present the strategic plan, followed by discussion and recommendations for modifications, as necessary.	Executive Director / Administrator / Board of Directors
I.2.7	Approve the strategic plan, followed by issuance of the relevant resolution.	Board of Directors / Executive Director
I.2.8	Distribute the strategic plan to key stakeholders and appropriate personnel, with a copy for the files.	Administrator

## Description of Process 2:

## Annual operational planning

### Procedure 2.1: Operational planning

Activity No.	Activity description	Individual responsible
2.1.1	Review the strategic plan and agreements signed with donors to identify and establish annual program goals.	Executive Director / Administrator / Program Coordinators
2.1.2	Review, make modifications to, and approve the timeline, procedures, and tools to be used to prepare annual operational plans and budgets.	Executive Director / Administrator
2.1.3	Prepare the plans and general income and expense budgets by program, in accordance with approved goals, timeline, and tools.	Program Coordinator / Administrator
2.1.4	Finalize and present the annual operational plans	Program Coordinators / Administrator / Executive Director
2.1.5	Discuss and make modifications or technical revisions as necessary.	Executive Director / Administrator / Program Coordinators
2.1.6	Approve the plans and issue the appropriate resolution. Distribute the plans to work groups, assuming that no prior approval is required by a supervisory agency or donor.	Executive Director / Administrator / Program Coordinators
2.1.7	As needed, present to, and request approval from, the supervisory agency or donor, followed by distribution of the plans to work groups	Executive Director / Administrator / Program Coordinators

## Description of Process 3: Work group organization, management, and coordination

### Procedure 3.1: Work group creation and management

Activity No.	Activity description	Individual responsible
3.1.1	Identify the personnel required to carry out the various activities defined in the annual operational plan to achieve expected goals.	Program Coordinators
3.1.2	Create work groups and provide them with information and an orientation on their responsibilities, deadlines, and the goals to be achieved	Program Coordinators
3.1.3	Plan and reach agreement on meetings to be held with the appropriate work groups to review performance, constraints, and progress in the implementation of activities and the achievement of goals.	Program Coordinators / Work Groups
3.1.4	Hold periodic meetings to review and discuss performance, the achievement of goals, and compliance with commitments. Identify all variances and their underlining causes in collaboration with the work groups..	Program Coordinators / Work Groups
3.1.5	Create a proposal for corrective measures to be taken, and establish commitments with the work groups.	Program Coordinators / Work Groups



## Description of Process 4: Identification of sources of funding

### Procedure 4.1: Resource mobilization

Activity No.	Activity description	Individual responsible
4.1.1	Conduct periodic analysis and identification of alternative sources of revenue.	Executive Director / Administrator
4.1.2	Prepare/update profiles of sources to approach to request funding, describing their characteristics and requirements. Update the donor database.	Executive Director / Administrator
4.1.3	Review and define specific strategies and individuals responsible for preparing proposals to request support from the various sources identified	Executive Director / Administrator
4.1.4	Prepare proposals and other materials to be used when requesting resources.	Executive Director / Administrator / Program Coordinators
4.1.5	Make contact with, present proposals, and request resources from the identified sources, in accordance with the previously established resource identification strategies	Executive Director / Administrator / Program Coordinators
4.1.6	Follow-up on proposals submitted.	Executive Director / Administrator
4.1.7	Present and discuss progress and results.	Executive Director or Board of Directors

### Procedure 4.2: Approval of bequests and donations

Activity No.	Activity description	Individual responsible
4.2.1	Conduct a technical and/or legal analysis of the conditions, implications, and benefits of a potential bequest or donation.	Executive Director / Administrator / Legal Advisor
4.2.2	Prepare and submit a report. Discuss and request clarifications or elaboration of information, as required.	Executive Director / Administrator / Legal Advisor / Board of Directors
4.2.3	Make a resolution indicating acceptance or non-acceptance, based on the technical and/or legal analysis conducted.	Board of Directors

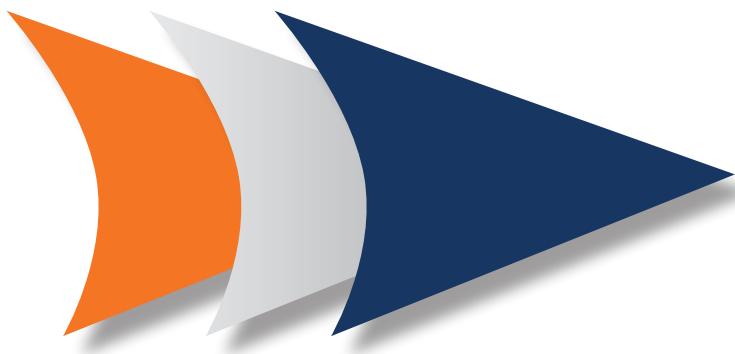
### Procedure 4.3: Approval of agreements

Activity No.	Activity description	Individual responsible
4.3.1	Review the project agreement, subject to a technical and/or legal analysis of conditions, implications, and benefits.	Executive Director / Administrator / Legal Advisor
4.3.2	Present, discuss, and request clarifications or elaboration of information regarding the project agreement, as required.	Executive Director / Administrator / Legal Advisor / Board of Directors
4.3.3	Make a resolution indicating the acceptance or nonacceptance, based on the technical and/or legal analysis conducted.	Board of Directors
4.3.4	In the event of a favorable resolution, confirm acceptance to the funding agency.	Executive Director
4.3.5	Negotiate and make modifications requested by the funding agency, if any	Executive Director / Administrator / Board of Directors
4.3.6	Sign the completed agreement and distribute the report to concerned parties.	Executive Director / Board of Directors / Cooperating Entities

## System I: Program Management

Inventory of jobs for each process and procedure in the program management system

		PROCESSES ➡						
		Strategic planning		Operational Planning	Work group organization, management, and coordination	Identification of funding sources		
		1.1	1.2	2.1	3.1	4.1	4.2	4.3
JOBS ➡	Executive Director							
	Administrator							
	Program Coordinators							
	Board of Directors							
	Legal Advisor							



## SYSTEM 2: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

### ESSENTIAL MANAGEMENT SYSTEMS MANUAL

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## SYSTEM 2: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

The system for human resource management and development ensures the effective and efficient planning, management, administration, and development of the rehabilitation center's personnel and the creation of an acceptable and productive workplace environment.

### Core functions of the system

- Determining the quantitative and qualitative requirements for personnel needed for the proper operation of the center.
- Staffing the center with the most qualified personnel available in the local health labor market.
- Planning, maintaining, and developing the skills of personnel.
- Establishing the policies, standards and technical tools required for human resource management.
- Developing personnel with the aim of cultivating leaders, including designing, directing, and implementing programs to develop professional skills.
- Promoting an acceptable, safe, and productive workplace environment in all areas, and appropriately addressing any conflicts that might arise, and managing any change processes that may occur.

### Standards ensuring proper, effective, and high-quality performance of the system

1. Executive and technical personnel at the center meet the job requirements of their positions and their work performance is satisfactory.
2. The center's personnel have access to opportunities for developing, strengthening, and/or updating their skills to improve their work performance.
3. The center's personnel work in compliance with the current personnel administration system's regulations.
4. All of the center's personnel consistently receive payment for services provided, and no later than the last working day of each month.
5. All of the center's personnel receive their employee benefits in accordance with their contracts and national legislation currently in effect.
6. All personnel comply with official regulations governing biosecurity and workplace hygiene.
7. The average amount paid out in employees in cash does not exceed 50% of the center's monthly cash flow.
8. All personnel are satisfied with their workplace relationships and are committed to the work of the center.

## Human resource management and development system processes

1. Recruitment, selection, hiring, and orientation of personnel
2. Personnel administration
3. Payroll administration
4. Personnel development
5. Workplace safety and hygiene

## Description of Process I: Recruitment, Selection, Hiring, and Orientation of Personnel

### Procedure I.1: Recruitment of personnel

Activity No.	Activity description	Individual responsible
I.1.1	Identify job positions in development plans, new programs/projects, and/or job vacancies in the center's current structure that require recruitment.	Administrator
I.1.2	Review and update job descriptions and profiles for the positions for which personnel should be recruited	Administrator / Program Coordinators
I.1.3	Review and confirm the availability of budgeted funds, and of an amount sufficient to cover recruitment for each job vacancy.	Administrator
I.1.4	Approve the request to hire and start the selection process.	Executive Director / Administrator

### Procedure I.2: Selection of personnel

Activity No.	Activity description	Individual responsible
I.2.1	Identify and determine whether internal or external recruitment will be conducted, based on the job position and organizational policy.	Administrator
I.2.2	If personnel are to be recruited internally, prepare the timeline for the selection process and send a notification of the vacancy to appropriate internal personnel, based on the position profile.	Administrator
I.2.2.a	Post an internal notification of the vacancy, in accordance with applicable regulations.	Administrator
I.2.2.b	Review applications that meet the requirements as defined in the vacancy notification and applicable regulations.	Administrator
I.2.2.c	Select, appoint, and orient for the group responsible for personnel selection.	Administrator / Executive Director
I.2.2.d	Interview and provide technical evaluation in accordance with internal regulations and the timeline for selection.	Selection Group
I.2.2.e	Select the candidate, report on results, and file related paperwork.	Selection Group / Administrator / Executive Director
I.2.3	If personnel are to be recruited externally, review the personnel database, select eligible candidates based on the job profile, and prepare the timeline for the selection process.	Administrator
I.2.3.a	Update the database by including eligible candidates, the approval process, and information on the timeline for the selection process.	Administrator / Executive Director
I.2.3.b	Prepare, approve, and publish the external notification of the vacancy and the invitation to be sent to candidates preselected from the database, based on the job profile and applicable regulations.	Administrator / Executive Director
Activity No.	Activity description	Individual responsible

*continued next page*

I.2.3.c	Review applications meeting the requirements given in the vacancy notification and in applicable regulations.	Administrator
I.2.3.d	Investigate the candidates' employment background, in accordance with applicable regulations.	Administrator
I.2.3.e	Select, appoint, and orient the group responsible for personnel selection.	Administrator / Executive Director
I.2.3.f	Send an invitation to top candidates; administer and interpret psychometric tests in accordance with applicable regulations; submit the resulting report to the position's immediate superior.	Selection Group
I.2.3.g	Interview and conduct a technical evaluation of candidates with satisfactory employment background and psychometric test results, in accordance with applicable regulations.	Selection Group
I.2.3.h	Select the candidate, prepare/submit appropriate report, and file related paperwork.	Selection Group / Executive Director/ Administrator

### Procedure 1.3: Hiring of personnel

Activity No.	Activity description	Individual responsible
I.3.1	Authorize the hiring of the selected candidate.	Program Coordinators / Executive Director
I.3.2	Notify the selected candidate as well as the candidates not selected.	Administrator
I.3.3	Prepare, sign, and place the employment contract in the personnel file; record employee information in the personnel database; and notify the immediate supervisor that the position has been filled.	Administrator / Executive Director

### Procedure 1.4: Orientation of new personnel to their positions

Activity No.	Activity description	Individual responsible
I.4.1	Review the orientation program and prepare materials.	Administrator / Program Coordinators
I.4.2	Select and orient facilitators to conduct the orientation program for new personnel.	Administrator / Program Coordinators
I.4.3	Prepare a timeline for orienting the new personnel.	Administrator
I.4.4	Invite new personnel to participate in the orientation program through their immediate supervisors.	Administrator
I.4.5	Implement and evaluate the orientation program, in accordance with applicable procedures.	Administrator / Program Coordinators
I.4.6	Make a record of the participants and evaluation results.	Administrator / Program Coordinators



## Description of Process 2: Personnel administration

### Procedure 2.1: Monitoring attendance and punctuality

Activity No.	Activity description	Individual responsible
2.1.1	Prepare monthly personnel attendance sheets.	Administrator
2.1.2	Prepare and submit reports on unauthorized absences by personnel.	Program Coordinators
2.1.3	Review monthly records of absences and tardiness.	Administrator
2.1.4	Request justification from those involved. Consider any recommendations for disciplinary actions, in accordance with applicable regulations.	Administrator
2.1.5	Prepare and submit a report to the Office of the Executive Director containing a recommendation for disciplinary actions, in accordance with applicable regulations, with a note to be placed in the personnel file of the individual involved.	Administrator

### Procedure 2.2: Administration of disciplinary procedures

Activity No.	Activity description	Individual responsible
2.2.1	Review the request for disciplinary actions or other legally approved punishment for an employee who has committed a punishable act, as established in applicable regulations.	Administrator
2.2.2	Consult the personnel file, review the case, and issue a resolution as to the disciplinary actions to be taken, in accordance with applicable regulations.	Administrator
2.2.3	Based on the nature, magnitude, and number of occurrences, proceed as specified in applicable regulations. Submit the case file, including the ruling issued, to the Office of the Executive Director.	Administrator
2.2.4	Review the personnel file and determine an appropriate disciplinary measure, in accordance with applicable regulations.	Executive Director / Administrator
2.2.5	Record the disciplinary measure administered in the personnel file of the employee involved.	Administrator

### Procedure 2.3: Administration of vacation procedures

Activity No.	Activity description	Individual responsible
2.3.1	Coordinate with personnel to prepare an annual vacation schedule.	Administrator / Program Coordinators
2.3.2	Receive, review, approve, and record the vacation schedule for personnel employed by the center.	Administrator / Program Coordinators
2.3.3	Forward the annual vacation schedule to Accounting/Finance so that the appropriate amount of funds may be reserved.	Administrator / Accounting Assistant
2.3.4	Receive requests for vacation time authorized by immediate supervisors or Program Coordinators, in accordance with applicable regulations.	Administrator
2.3.5	Review and record approved vacation time in personnel files and notify the immediate supervisors and other interested parties.	Administrator / Accounting Assistant

## Procedure 2.4: Management of suspensions of personnel

Activity No.	Activity description	Individual responsible
2.4.1	Receive authorized suspensions, with the reasons provided in detail, and record the information in the personnel file of the employee involved.	Administrator
2.4.2	Search for a temporary replacement in the personnel database. Select the replacement based on applicable regulations and organizational bylaws, as appropriate,	Administrator / Program Coordinators
2.4.3	Prepare appointment notification for a temporary replacement, along with the appropriate personnel file.	Administrator / Program Coordinator / Executive Director
2.4.4	File the documentation and appointment for a temporary replacement, in accordance with applicable regulations.	Administrator

## Procedure 2.5: Issuing records of employment and employment certifications

Activity No.	Activity description	Individual responsible
2.5.1	Receive the request for a record of employment or employment certification.	Administrator
2.5.2	Review the personnel record; prepare the certification; sign and deliver to the employee.	Administrator
2.5.3	File the request and a copy of the signed certification issued.	Administrator

## Procedure 2.6: Resignation/retirement/dismissal and payment of employee benefits

Activity No.	Activity description	Individual responsible
2.6.1	Receive the notification of resignation/retirement/dismissal. Request a meeting or exit interview. Request a certification of employee solvency, in accordance with applicable regulations.	Administrator
2.6.2	Review any documented amounts owed to the employee. Make any adjustments in accordance with applicable regulations and national law.	Accounting Assistant / Administrator
2.6.3	Calculate benefits, as appropriate, in accordance with applicable regulations, which will be reduced by the amount of any shortages and/or amounts currently owed; issue a notification of discharge and forward it for approval.	Accounting Assistant
2.6.4	Review, approve, and forward the notification of discharge to the concerned personnel for approval.	Administrator
2.6.5	Receive the notification of discharge signed by the concerned personnel. Record the resignation/retirement/dismissal by placing a note in the personnel file. Send instructions to Accounting for payment, if warranted, in accordance with applicable regulations.	Administrator / Accounting Assistant
2.6.6	Forward the notification of discharge to the appropriate government agency, if required by national laws or regulations, and file it in the personnel file.	Administrator

## Description of Process 3: Payroll administration

### Procedure 3.1: Payroll Administration

Activity No.	Activity description	Individual responsible
3.1.1	Record reports on days and hours worked, duly authorized by the Head of Department or Program Coordinator.	Administrator / Accounting Assistant
3.1.2	Prepare and finalize a summary chart of time worked, in accordance with applicable regulations.	Accounting Assistant
3.1.3	Review, make adjustments to, and process the information.	Accounting Assistant
3.1.4	Prepare a report on time/hours worked, amounts withheld, pay slips, and payroll.	Accounting Assistant
3.1.5	Prepare and submit tax reports and employer contributions to appropriate government agencies, in accordance with national legislation.	Accounting Assistant / Administrator
3.1.6	Review and sign payroll, pay slips, and reports, in accordance with applicable regulations.	Executive Director / Administrator
3.1.7	Pay personnel, and obtain their required signatures on pay slips. File documentation in accordance with applicable regulations.	Accounting Assistant

## Description of Process 4: Personnel development

### Procedure 4.1: Evaluate of the workplace climate

Activity No.	Activity description	Individual responsible
4.1.1	Prepare, review, adjust, and approve the schedule, guidelines, methodology, and tool for measuring workplace climate.	Administrator / Program Coordinators / Executive Director
4.1.2	Orient and train immediate supervisors and Program Coordinators on the methodology and tool to be used.	Administrator / Program Coordinators
4.1.3	Inform personnel of the process, objectives, and methodology for the assessment of workplace climate, encourage their cooperation.	Executive Director / Program Coordinators / Administrator
4.1.4	Prepare logistical arrangements for the assessment.	Administrator
4.1.5	Conduct the assessment of workplace climate.	Program Coordinators / Administrator
4.1.6	Organize the assessment of the workplace climate; analyze the results obtained; and develop strategies to improve the climate for employees.	Executive Director / Program Coordinators / Administrator
4.1.7	Present and discuss the results and recommendations with staff.	Executive Director / Program Coordinators / Administrator
4.1.8	Implement and supervise strategies for improving the workplace climate.	Executive Director / Program Coordinators / Administrator

### Procedure 4.2: Evaluation of employee performance

Activity No.	Activity description	Individual responsible
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4.2.1	Review/update/approve the methodology and tools; prepare a schedule for evaluating employee performance.	Administrator / Program Coordinators / Executive Director
4.2.2	Distribute the annual schedule for employee performance evaluation to personnel, together with information on the process and its objectives.	Administrator
4.2.3	Train supervisors, Program Coordinators, and/or evaluation personnel on the technique and tools to be used, in accordance with applicable regulations.	Administrator
4.2.4	Support the preparation of logistical arrangements for evaluation employee performance.	Accounting Assistant
4.2.5	Implement the performance evaluation process, in accordance with the previously approved schedule, methodology, and tools.	Program Coordinators / Evaluators
4.2.6	Coordinate and supervise compliance with the process, in accordance with the schedule and applicable regulations.	Administrator
4.2.7	Present and discuss results, and identify strategies for improving employee performance.	Program Coordinators / Evaluators
4.2.8	Organize the employee performance evaluation process, and present the corresponding report containing strategies for improving or strengthening employee performance.	Administrator / Executive Director / Board of Directors
4.2.9	Implement and supervise strategies for improving personnel performance.	Program Coordinators / Administrator

#### Procedure 4.3: Preparation of the personnel training plan

Activity No.	Activity description	Individual responsible
4.3.1	Identify the personnel skills to be developed/ strengthened and the modules to be developed for this purpose, in accordance with job profiles and the results of the evaluation of employee performance.	Program Coordinators/ Administrator/ Executive Director
4.3.2	Design the training programs and modules to be used to develop skills, along with appropriate materials, tools, examples, and exercises.	Program Coordinators/ Administrator
4.3.3	Identify personnel to participate in the skills training, and prepare the training plan.	Program Coordinators/ Administrator
4.3.4	Approve and distribute the training plan, including the criteria and requirements for selecting participating personnel,	Executive Director / Administrator
4.3.5	Receive applications, qualification, and selection of participants	Program Coordinators/ Administrator
4.3.6	Develop, coordinate, supervise, and evaluate the training plan.	Program Coordinators/ Administrator
4.3.7	Review and finalize the results of the evaluation of the training plan.	Program Coordinators/ Administrator / Executive Director
4.3.8	Disseminate the results of the evaluation of the training plan.	Administrator / Executive Director

## Description of Process 5: Workplace safety and hygiene

### Procedure 5.1: Mapping workplace risks and strengthening biosafety standards

Activity No.	Activity description	Individual responsible
5.1.1	Review/update the methodology and tools, and prepare a timeline for conducting/updating the mapping of workplace risks.	Program Coordinators
5.1.2	Present, modify as necessary, and approve the methodology, tools, and timeline for updating the mapping of workplace risks.	Program Coordinators / Executive Director
5.1.3	Prepare/update the mapping of workplace risks, in accordance with the previously approved methodology, tools, and timeline.	Program Coordinators
5.1.4	Organize and review the results and identify biosafety strategies and standards to be applied and/or improved, along with the necessary budget, in the event any expenditures are envisioned.	Program Coordinators / Administrator
5.1.5	Present the results and approved strategies and/or standards to be applied and/or improved in identified areas of risk, along with the appropriate budget.	Program Coordinators / Administrator / Executive Director
5.1.6	Disseminate the results and approved strategies for the provision of training to personnel on the requirements to be implemented and/or improved.	Program Coordinators

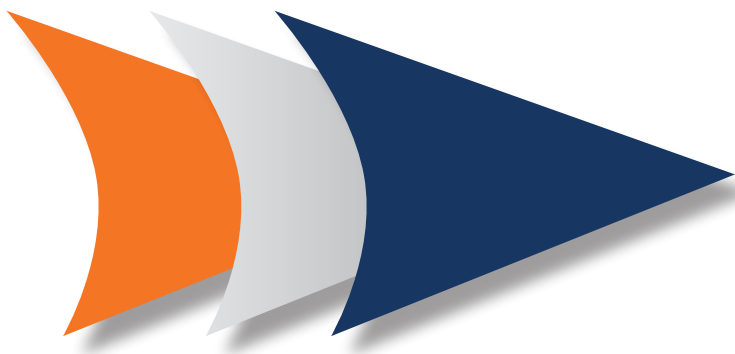
### Procedure 5.2: Monitoring compliance with biosafety standards

Activity No.	Activity description	Individual responsible
5.2.1	Review/update and approve the tools and timeline for monitoring compliance with biosafety standards.	Program Coordinators / Executive Director
5.2.2	Review compliance with biosafety standards, in accordance with the previously approved timeline and tool used to monitor compliance.	Program Coordinators / Executive Director
5.2.3	Review the results and implementation of corrective actions, in the event of noncompliance with biosafety standards.	Program Coordinators
5.2.4	Prepare and present periodic reports on the monitoring of biosafety standards and corrective actions taken.	Program Coordinators / Executive Director

## System 2: Human Resources Management and Development

Inventory of jobs for each process and procedure in the human resource management

		Recruitment, selection, hiring, and orientation of personnel				Personnel administration						Payroll admin	Personnel development			Workpace safety and hygiene	
PROCESSES →																	
PROCEDURES →		1.1	1.2	1.3	1.4	2.1	2.2	2.3.	2.4	2.5	2.6	3.1	4.1	4.2	4.3	5.1	5.2
JOBS →	Executive Director	□	□	□			□		□			□	□	□	□	□	□
	Administrator	□	□	□	□	□	□	□	□	□	□	□	□	□	□	□	
	Program Coordinators	□		□	□	□		□	□				□	□	□	□	□
	Accounting Assistant							□			□	□		□			
	Board of Directors													□			



## SYSTEM 3: PROCUREMENT

### ESSENTIAL MANAGEMENT SYSTEMS MANUAL

<b>System 3: Procurement</b> . . . . .	<b>3-1</b>
<i>Core system functions</i> . . . . .	3-1
<i>Standards to ensure proper, effective, and high-quality system performance</i> . . . . .	3-1
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<i>Description of Process 1: Planning for the goods and services to be procured</i> . . . . .	3-3
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## SYSTEM 3: PROCUREMENT

The procurement system is responsible for processes involving the purchase of materials, supplies, and services. The processes should be undertaken in an efficient manner, on a timely basis, using appropriate mechanisms to generate economies of scale as well as strategies that ensure the best possible prices and terms for the rehabilitation center. The goods and services should be of the highest quality required by the center to carry out its activities and achieve its goals and results.

### Core functions of the system

- Preparing a procurement plan, including the quantities of items/services to be purchased, in accordance with applicable regulations, in order to anticipate the budget resources needed and ensure their availability at the time, in the place, and under the conditions required by the center.
- Receiving and verifying the conditions of items procured, their compliance with quality standards, and recording the products, goods, and supplies received in the accounting system.
- Ensuring the appropriate storage and distribution of the products, goods, and supplies from the warehouse or stockroom.
- Monitoring the appropriate use of commodities and supplies by the center's personnel.
- Supervising and evaluating the implementation and results of annual planning for the purchase of supplies, services, and materials.

### Standards ensuring the proper, effective, and high-quality performance of the system

1. Suppliers have been previously selected and certified by the center.
2. Purchases of products and supplies and the contracting of services are carried out in accordance with previously approved criteria and established procedures:
  - a. Direct purchases, i.e., those valued at an amount equal to or less than the amount of money allowed.
  - b. Direct invitation, i.e., for purchases valued at an amount equal to or greater than the amount of money allowed, from suppliers selected by a Procurement Committee.
3. Specialized products and supplies comply with recognized standards that ensure their quality and safety..
4. Procedures and criteria previously established by the center for the receipt, storage, and shipment of procured products and supplies are followed.
5. The average turnaround time for all products in inventory does not exceed 90 calendar days.

6. The average shipment time for a product or commodity does not exceed 48 hours from the time it is officially requisitioned.
7. The monthly average of the total value of products in the warehouse's inventory does not exceed 10% of monthly cash flow.
8. Products and supplies included on the official list are available when needed and formally requisitioned, and are properly used by the personnel responsible for their management.
9. Personnel are satisfied with the services provided as regards the processing of their requisitions and shipment of products and supplies.

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## Procurement system processes

1. Planning for goods and services to be procured
2. Procurement of goods and services
3. Storage and shipment of goods
4. Monitoring the appropriate use of commodities

## Description of Process 1: Planning for the goods and services to be procured

### Procedure 1.1: Annual procurement plan

Activity No.	Activity description	Individual responsible
I.1.1	Review and determine the needs for procurement of products, goods, and supplies, and for contracting services, along with the budget for each, based on annual operational plans.	Administrator / Program Coordinators
I.1.2	Prepare and finalize, by management and program areas, the annual plan containing procurement strategies and the corresponding budget, and present them to the Office of the Executive Director.	Administrator / Executive Director
I.1.3	Approve and/or determine any modifications to be made to the procurement plan and/or budget.	Executive Director / Administrator
I.1.4	Implement the procurement plan for products, goods, and supplies, and for contracting services, in accordance with applicable regulations.	Administrator

### Procedure 1.2: Supplier registration and updating

Activity No.	Activity description	Individual responsible
I.2.1	Conduct an annual census of suppliers available in the local market, in accordance with applicable regulations.	Accounting Assistant
I.2.2	Prepare a database of contacts. Request any information necessary for the selection of suppliers.	Accounting Assistant
I.2.3	Apply criteria and guidelines for selecting and qualifying suppliers for inclusion in the database.	Administrator
I.2.4	Enter information on selected and qualified suppliers into the database, in accordance with applicable regulations.	Administrator

### Procedure 1.3: Procurement programming

Activity No.	Activity description	Individual responsible
I.3.1	Determine the periodic needs for making purchases and contracting services, by management and program areas, in accordance with applicable regulations and the approved annual procurement plan.	Program Coordinators / Administrator
I.3.2	Finalize the requests for purchases to be made and services to be contracted, together with the appropriate budget for each.	Administrator
I.3.3	Prepare, present, and approve the procurement plan, with amounts required for the specified time period.	Administrator / Executive Director

## Description of Process 2:

## Procurement of goods and services

### Procedure 2.1: Direct purchase of products, goods, and supplies, and contracting of services

Activity No.	Activity description	Individual responsible
2.1.1	Receive, request or determine the need to purchase products, goods and/or supplies, and/or to contract services.	Administrator
2.1.2	Verify that the procurement of the products and/or supplies is allowable, in accordance with applicable regulations, approved amounts, and the procurement programming, and that budgeted funds are available.	Administrator / Accounting Assistant
2.1.3	Identify and recommend three suppliers to invite to submit quotations, selected from among suppliers included in the database.	Administrator
2.1.4	Approve the suppliers to be invited to submit quotations.	Executive Director
2.1.5	Deliver the requests to submit quotations; receive the requests for quotations from the approved suppliers.	Administrator
2.1.6	Prepare a comparison matrix, and approve the selected supplier.	Administrator/ Executive Director
2.1.7	Notify the selected supplier and prepare a purchase order or service contract, in accordance with applicable regulations and prior approval.	Administrator

### Procedure 2.2: Purchasing products, goods, or supplies, or contracting of services by direct invitation

Activity No.	Activity description	Individual responsible
2.2.1	Receive the request for services to be contracted or determine the need to purchase products, goods, or supplies, in accordance with minimum levels and/or procurement programming.	Administrator
2.2.2	Verify that the purchase or the contracting of services is allowable, in accordance with applicable regulations and that budgeted funds are available.	Administrator
2.2.3	Review information in the database or the files of qualified suppliers, the selection options for requesting quotations, and proposal for makeup of the Procurement Committee.	Administrator
2.2.4	Present and approve the proposal for the qualified suppliers to receive an invitation to submit quotes, and the proposed makeup of the Procurement Committee.	Administrator / Executive Director
2.2.5	Prepare and deliver the request for quotations to selected suppliers.	Administrator
2.2.6	Receive the quotations, prepare a comparison matrix, and forward it to the approved Procurement Committee, in accordance with applicable regulations.	Administrator
2.2.7	Select and award a purchase order or contract for services based on the comparison matrix.	Procurement Committee
2.2.8	Deliver the purchase order or the contract for services.	Administrator
2.2.9	Issue, authorize, and deliver the purchase order/contract for services to the selected supplier.	Administrator / Executive Director

### Procedure 2.3: Supervision and receipt of contracted services

Activity No.	Activity description	Individual responsible
2.3.1	Review the request to prepare the contract and supervise the services contracted, in accordance with applicable regulations.	Administrative Assistant
2.3.2	Establish a deadline for making corrections, in the event of noncompliance with the terms agreed upon for service provision.	Administrative Assistant
2.3.3	Present the supervision report on actions taken in the event of noncompliance with the terms agreed upon for service provision.	Administrative Assistant / Administrator
2.3.4	In the event of compliance with contract terms, receive the service; deliver a notification of service acceptance, followed by payment for the services provided.	Administrative Assistant

## Description of Process 3: Storage and distribution of goods

### Procedure 3.1: Receipt of products, goods, and supplies

Activity No.	Activity description	Individual responsible
3.1.1	Deliver products, goods, or supplies in accordance with the purchase order.	Supplier
3.1.2	Verify the contents of the delivery against the purchase order; and review the condition/quality of product, in accordance with applicable procedures.	Administrative Assistant
3.1.3	Issue an acknowledgement of receipt to the supplier. Enter the received products, goods, or supplies into inventory, and store them in accordance with applicable procedures.	Administrative Assistant

### Procedure 3.2: Shipment of products, goods, and supplies from the warehouse

Activity No.	Activity description	Individual responsible
3.2.1	Receive the requests for products, goods, and supplies, and verify the minimum levels.	Administrative Assistant
3.2.2	Verify that the requested goods are on hand; ship them.	Administrative Assistant
3.2.3	Issue a shipment notification for the products, goods, and supplies. Obtain the recipient's signature confirming satisfactory receipt of the shipment. Document in inventory record.	Administrative Assistant / Program Coordinator

### Procedure 3.3: Managing of returns

Activity No.	Activity description	Individual responsible
3.3.1	Conduct a periodic review of products, goods, or supplies in the inventory that should be returned to the supplier, or disposed of because of product deterioration, in accordance with applicable procedures.	Administrative Assistant
3.3.2	Prepare the products, goods, or supplies to be returned to suppliers.	Administrative Assistant
3.3.3	Remove them from the inventory records.	Administrative Assistant

3.3.4	Deliver them to the supplier or to a site determined in accordance with applicable regulations.	Administrative Assistant
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## Description of Process 4: Monitoring the appropriate use of commodities

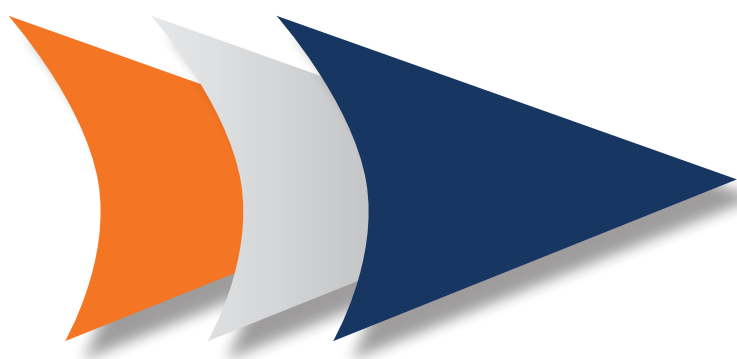
### Procedure 4.1: Planning and monitoring the appropriate use of commodities

Activity No.	Activity description	Individual responsible
4.1.1	Define/update the criteria and tools for verifying the appropriate use of commodities.	Administrative Assistant / Administrator
4.1.2	Present, discuss, modify, and approve the verification criteria and tools to be used.	Administrative Assistant / Administrator / Program Coordinators / Executive Director
4.1.3	Periodically, randomly, and with no advance notice, monitor the use of commodities available in the center's inventory using the agreed-upon verification criteria and tools.	Administrative Assistant
4.1.4	Draft a report containing recommendations based on the findings.	Administrative Assistant
4.1.5	Present the report and proposed recommendations.	Administrative Assistant / Administrator / Program Coordinators / Executive Director

## System 3: Procurement

### Inventory of jobs for each process and procedure in the procurement system

PROCESSES →		Planning for goods and services to be procured			Procurement of goods and services			Storage and distribution of goods			Monitoring the appropriate use of commodities
PROCEDURES →		1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	4.1
JOBS →	Executive Director	□		□	□	□					□
	Administrator	□	□	□	□	□	□				□
	Program Coordinators	□		□					□		□
	Accounting Assistant		□		□						
	Administrative Assistant						□	□	□	□	□



## SYSTEM 4: FINANCIAL MANAGEMENT

### ESSENTIAL MANAGEMENT SYSTEMS MANUAL

<b>System 4: Financial Management</b> . . . . .	<b>4-1</b>
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<i>Standards to ensure proper, effective, and high-quality system performance</i> . . . . .	4-1
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## SYSTEM 4: FINANCIAL MANAGEMENT

The financial management system is responsible for overseeing the planning and efficient use of financial resources for the achievement of the center's objectives, as well as for providing information needed to evaluate its financial performance.

### Core functions of the system

- Developing and maintaining an accounting system that is in optimal condition to ensure the timely and continuous availability of financial information for use by the center's management and administrative personnel.
- Conducting and consolidating budget planning, effectively monitoring the center's budget, and closing the books on a monthly basis.
- Maintaining a set of standard costs and a system of analytical accounting for the costs of producing the center's goods and services. Identifying/proposing corrective actions and/or improvements to be taken in the event of budget or standard cost variances, and in a systematic and timely manner.
- Preparing and complying with the schedule of payments to be made to personnel, government suppliers, and other government agencies, or other creditors with whom the center has payment obligations.
- Posting information in the center's accounting system, in the proper form and at the appropriate time, all accounting activities by project and program, so that accurate reports may be prepared for use by the Office of the Executive Director and donors.
- Maintaining effective and systematic management of the center's insurable assets and products.
- Providing financial information and analyses in a timely, ongoing basis, and as required by internal units of the Office of the Executive Director and donors.
- Conducting strategic financial analyses for the center and formulating timely and relevant recommendations for management staff .
- Requesting necessary disbursements of funds from donors.

### Standards ensuring the proper, effective, and high-quality performance of the system

1. Use of the overall budget and the budgets of the center's service units and programs is implemented as planned. In the event of any variance, timely and effective corrective actions are taken.
2. Payment obligations are made on time and in accordance with the approved monthly schedule of payments.
3. The costs of services provided by the center's units and programs are kept within the official range that is established annually.

4. The center's average administrative expenditures do not exceed 10% of the total monthly cash flow.
5. Financial results are reviewed monthly, with corrective actions taken within the first 10 business days following the close of the books for the preceding month.
6. The center's assets and other products are recorded and insured in accordance with accounting principles and applicable regulations.
7. A level of profitability that ensures the center's financial sustainability is maintained.

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## Financial management system processes

1. Results-based budget management (planning and use of budget)
2. Cost accounting
3. Recording and analysis of financial information, and monitoring of fixed assets and insurable items
4. Cash management and banking

## Description of Process I: Results-based budget management

### Procedure I.1: Drafting and approval of the income and expense budget

Activity No.	Activity description	Individual responsible
I.1.1	Review the process, results, policies, guidelines, and rules used to prepare the budget for the preceding year.	Administrator
I.1.2	Prepare and/or update the guidelines, procedures, tools, and schedule of activities for preparing next year's budget.	Administrator / Executive Director / Program Coordinators
I.1.3	Review: (a) the year-end financial report, including expenditures against budget for the preceding year; (b) compliance with strategic and operational plans for the previous year; and (c) adjustments to be made for the coming year. The analysis should address both the center's own funds and funding received from each donor.	Administrator / Executive Director / Program Coordinators
I.1.4	Review operational plans, modified goals, and updated production costs for the various goods and services provided by each of the center's programs.	Administrator / Executive Director / Program Coordinators
I.1.5	Prepare and finalize the expense projections by service area, in accordance with guidelines, commitments to donors, procedures, production costs for goods and services, tools, and schedules approved for each of the center's programs and management areas.	Program Coordinators / Administrator
I.1.6	Prepare preliminary income projections based on projected expenses.	Administrator / Executive Director
I.1.7	Present, discuss, modify, and approve proposed projections of both income and expenses.	Administrator / Executive Director / Board of Directors
I.1.8	Record the approved annual general income and expense budget. Notify interested parties so that implementation of planned activities may proceed.	Administrator / Executive Director

### Procedure I.2: Setting up the budget for a new grant agreement

Activity No.	Activity description	Individual responsible
I.2.1	Provide new agreements to the Administrative Office, including the budget and name of the project director.	Executive Director
I.2.2	Review the agreement and issue instructions to open a new bank account (if required by the agreement). Set up the budget.	Administrator
I.2.3	Open the new bank account, load the budget into the accounting system, or record it in any manual records, and forward it to the Project or Program Coordinator for his/her approval.	Accounting Assistant / Program Coordinators
I.2.4	Review the budget against the agreement, and approve it if all is in order. If not, submit observations and recommendations for corrections.	Program Coordinators

<b>1.2.5</b>	Request an advance of funds in accordance with the budget. Upon the receipt of funds, record it in the accounting system and report the receipt of funds to the project director or Program Coordinator so that the implementation of activities may begin.	Administrator / Accounting Assistant
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### Procedure 1.3: Monitoring budget use

Activity No.	Activity description	Individual responsible
<b>1.3.1</b>	Review the expected results and indicators agreed upon with donors to monitor compliance with operational plans and budgets funded by each donor.	Administrator / Program Coordinators
<b>1.3.2</b>	Gather information in accordance with procedures, frequency of data collection, and data collection tools listed in the work plans and budgets for each project or program.	Accounting Assistant
<b>1.3.3</b>	Review and analyze information on the use of funds budgeted by each project or program.	Accounting Assistant
<b>1.3.4</b>	If the results are inconsistent with the program and budget, review the reasons for the inconsistency, and identify and take corrective actions.	Accounting Assistant / Administrator / Program Coordinators
<b>1.3.5</b>	Prepare and submit a report documenting the corrective actions taken, as appropriate. Address any concerns and obtain approval, followed by appropriate distribution of the report.	Administrator / Executive Director / Board of Directors / Donors

### Procedure 1.4: Managing modifications to budgets

Activity No.	Activity description	Individual responsible
<b>1.4.1</b>	Identify, review, and determine the need to make budget modifications.	Program Coordinators
<b>1.4.2</b>	Prepare, authorize, and submit a request for a budget modification to the Administrative Office.	Program Coordinators
<b>1.4.3</b>	Receive the request, review, and verify the availability of funds, and the feasibility of the budget modification, in accordance with applicable regulations and agreements with donors.	Administrator
<b>1.4.4</b>	If a modification is not feasible, provide information to the requester explaining the reasons.	Administrator
<b>1.4.5</b>	If a modification is feasible, identify the type, amount, and budget line items affected for subsequent approval.	Administrator / Executive Director
<b>1.4.6</b>	In the case of the center's own funds, if the modification is approved, record the modification and inform the responsible individual responsible of the budget modification, so that he/she may implement the modification.	Administrator
<b>1.4.7</b>	In the case of donated funds, prepare and forward a request for budget modification, along with the appropriate technical justification, to the donor for approval.	Administrator / Executive Director
<b>1.4.7a</b>	Notify the individual in charge of the requesting area if the request is denied.	Administrator
<b>1.4.7b</b>	Record the modification and inform the requester that the request is approved, so that he/she may implement the modification.	Administrator

## Description of Process 2: Cost accounting

### Procedure 2.1: System design/updating

Activity No.	Activity description	Individual responsible
2.1.1	Prepare an inventory of the products (goods and services) by project and program being implemented by the center.	Administrator / Program Coordinators
2.1.2	Develop/update the cost structure and tools to be used for recording and monitoring direct and indirect costs, by product provided by the center.	Administrator / Program Coordinators / Executive Director
2.1.3	Review the protocols and procedural guidelines for the production of each product in the inventory, and identify the inputs/variables involved in both the direct and indirect costs required for their production.	Administrator / Program Coordinators
2.1.4	Organize the cost structure and the recording and monitoring tools, with variables, and the accounting codes for both direct and indirect costs broken down by product for each of the organization's projects and programs.	Administrator
2.1.5	Test, adjust, and modify the cost structure and recording and monitoring tools, with variables, and the accounting codes for both direct and indirect costs, broken down by product for each of the center's projects and programs.	Administrator / Program Coordinators
2.1.6	Present, discuss, and approve the cost structure, with variables, and the accounting codes for both direct and indirect costs and tools for recording, consolidating, and controlling costs, broken down by product, for each project/program.	Administrator / Program Coordinators / Executive Director

### Procedure 2.2: Annual standardization of production costs

Activity No.	Activity description	Individual responsible
2.2.1	Review and update the prices of inputs involved in the direct and indirect costs of producing the goods and services provided by the center's projects/programs.	Accounting Assistant / Administrator
2.2.2	Record this information and update the standard unit costs by product for each of the center's projects or programs.	Administrator
2.2.3	Present and approve the updated standard costs for the year.	Administrator / Program Coordinators / Executive Director
2.2.4	Record the information in the analytical cost accounting system on the standard costs by product for the coming year.	Administrator

### Procedure 2.3: Recording, organizing, and monitoring production costs

Activity No.	Activity description	Individual responsible
2.3.1	Record the direct costs of producing each product (goods and services) for each of the center's projects or programs on a daily basis using the tools approved for this purpose.	Production Groups
2.3.2	Compile the records of the daily production costs of each of the center's projects or programs.	Accounting Assistant

2.3.3	Finalize the data and compute the average costs per product for each of the center's projects/programs using the tools approved for this purpose.	Accounting Assistant
2.3.4	Review the of costs per product and identify any variances from approved standard costs; prepare and deliver a report.	Accounting Assistant
2.3.5	Review, analyze, and present the costs per product, along with any identified variances vis-à-vis the approved standard costs, and make corrective actions, as appropriate.	Administrator / Program Coordinators / Executive Director

## Description of Process 3: Recording and analysis of financial information, and monitoring of costs, fixed assets, and insurable items

### Procedure 3.1: Recording of financial information

Activity No.	Activity description	Individual responsible
3.1.1	Record all financial information, based on the current stage of budget use: obligations for the purchase goods or services, either accrued or paid, in accordance with the monthly schedule of payments or payments made on an emergency basis.	Accounting Assistant
3.1.2	Review all documents supporting the budget, net worth, and financial transactions.	Accounting Assistant
3.1.3	Complete or correct supporting documents, as required.	Accounting Assistant
3.1.4	Record information from supporting documents in the appropriate module of the accounting system.	Accounting Assistant
3.1.5	File all documents supporting the budget, net worth, and financial transactions.	Accounting Assistant

### Procedure 3.2: Preparation of financial reports

Activity No.	Activity description	Individual responsible
3.2.1	On a monthly basis, review, all accounting activity recorded in financial system during the month and issue preliminary financial reports.	Accounting Assistant
3.2.2	Review and compare the recorded information against supporting documents.	Accounting Assistant
3.2.3	Identify and correct any variances if the electronic reports are not consistent with the physical documentation.	Accounting Assistant
3.2.4	Issue the final financial reports, once assurance has been obtained that all documentation and transactions are in agreement with the accounting records.	Accounting Assistant
3.2.5	Review, approve, and formulate recommendations on findings and results obtained.	Accounting Assistant / Administrator

## Procedure 3.3: Review of financial reports

Activity No.	Activity description	Individual responsible
3.3.1	Review financial reports, including the comparison with physical documentation.	Administrator
3.3.2	Identify the reasons for any possible variances, and make any necessary consultations for the purpose of clarification.	Administrator
3.3.3	Identify appropriate and feasible interventions to make corrections and/or improvements.	Administrator
3.3.4	Prepare a report on the results of the financial analysis conducted.	Administrator
3.3.5	Present and discuss any clarifications; obtain approval of the report and implement recommended actions.	Administrator / Executive Director / Program Coordinators

## Procedure 3.4: Additions to fixed assets

Activity No.	Activity description	Individual responsible
3.4.1	Receive the request for the purchase of an asset and prepare a preliminary record about the asset, pending payment to the supplier.	Accounting Assistant
3.4.2	Make payment to the appropriate supplier.	Accounting Assistant
3.4.3	Request information from the appropriate area or program on the individual who will be responsible for the asset to be procured, so that it may be recorded on his/her asset accountability form.	Accounting Assistant
3.4.4	Record the asset in the asset module and assign the appropriate accounting code.	Accounting Assistant
3.4.5	Prepare an identification tag for the fixed asset to record the accounting code.	Accounting Assistant
3.4.6	Prepare an original and duplicate notification for the new asset. Ask for the signature of the employee accountable for the asset, indicating his/her acceptance of responsibility.	Accounting Assistant
3.4.7	Sign and deliver the original notification for the asset procured.	Employee responsible for the asset
3.4.8	Receive and file the original notification for the new asset, signed by the employee responsible, and attach the identification tag to the asset.	Accounting Assistant

## Procedure 3.5: Inventory of fixed assets

Activity No.	Activity description	Individual responsible
3.5.1	Prepare and approve a semiannual schedule for conducting a physical count of fixed assets in the center's various areas and programs.	Accounting Assistant / Administrator
3.5.2	Based on the schedule, determine the specific date for conducting the physical count in each area.	Accounting Assistant
3.5.3	Print out a copy (or manually prepare) a list of the fixed assets in the area or program where the count is to be conducted.	Accounting Assistant
3.5.4	Conduct the physical inventory of assets and compare the results against the printed list.	Accounting Assistant

3.5.5	In the accounting system, review the previously recorded list of assets with the actual physical inventory just made.	Accounting Assistant
3.5.6	Review and analyze any differences between the current results and the previously recorded assets, in order to proceed with a recount, adjustments and/or modification of assets.	Accounting Assistant
3.5.7	Record, print out, and distribute a report on the findings of the inventory conducted, followed by filing for reference purposes.	Accounting Assistant
3.5.8	Prepare a request to be submitted to the Office of the Executive Director on any needed actions to address missing assets or inconsistencies.	Administrator
3.5.9	Review and prioritize the information; approve, execute, and record the recommended actions in the event of missing assets or inconsistencies.	Executive Director / Administrator/ Accounting Assistant

#### Procedure 3.6: Transfer of fixed assets

Activity No.	Activity description	Individual responsible
3.6.1	Notify the immediate supervisor of the planned “transfer of fixed assets” to obtain his/her authorization.	Employees
3.6.2	Review the request for the transfer of fixed assets and authorize the transfer.	Program Coordinators
3.6.3	Deliver the notification of the transfer of fixed assets to Accounting. The notification should contain a detailed list of the assets transferred, and the individual receiving the assets and the individual handing over the assets.	Program Coordinators
3.6.4	Receive the notification of transfer, detailing the assets transferred.	Accounting Assistant
3.6.5	Update the records and asset accountability forms in the system, noting the assets to be assigned to the newly accountable employee.	Accounting Assistant
3.6.6	File the notification of transfer of fixed assets, and notify to the employee who is now accountable for the transferred asset.	Accounting Assistant

#### Procedure 3.7: Release from accountability for fixed assets

Activity No.	Activity description	Individual responsible
3.7.1	Review the asset accountability form that shows detailed information on the fixed assets assigned to the employee in question. Approve the release from accountability in the event of the transfer, dismissal, or resignation of a staff member.	Program Coordinators
3.7.2	Deliver the release from accountability form to the appropriate employee, along with the asset accountability form showing the detailed list of fixed assets assigned to the employee in question.	Program Coordinators



3.7.3	Confirm the physical condition and operating condition of the fixed assets assigned to the employee who is scheduled for transfer, dismissal, or retirement.	Program Coordinators
3.7.4	Record the current condition of the fixed assets assigned to the employee in question.	Program Coordinators
3.7.5	Provide completed asset accountability form to Accounting Assistant.	Program Coordinators
3.7.6	Receive the asset accountability form showing the detailed physical inventory conducted on the fixed assets assigned to the employee in question.	Accounting Assistant
3.7.7	In the event of missing items, determine the monetary value and issue instructions to deduct that amount from the salary or benefits of the employee in question.	Accounting Assistant
3.7.8	If there are no items missing, issue a certification of clearance to the employee, with a copy for the records.	Accounting Assistant
3.7.9	Update and record the fixed asset accountability forms, and temporary assignment of the assets to the individual in charge of the area, if no other employee has been designated to assume responsibility for them. File the documentation.	Accounting Assistant

### Procedure 3.8: Retirement of fixed assets

Activity No.	Activity description	Individual responsible
3.8.1	Forward the list of fixed assets for which a request has been made for their retirement/removal from use, with an explanation of the reason for the request.	Program Coordinators
3.8.2	Verify the record of the fixed asset to be retired/removed from use. Print out and place in the appropriate file all of the detailed information on the asset.	Accounting Assistant
3.8.3	If the asset was procured with grant funds, proceed as indicated in the appropriate grant agreement.	Accounting Assistant
3.8.4	In the case of the center's own fixed assets, request a joint review by a representative from Internal Auditing and a specialist knowledgeable about the item to be retired, to corroborate the physical condition of the asset.	Accounting Assistant / Internal Auditor
3.8.5	Review and verify the physical condition of the fixed asset in question. Determine whether it should be removed from use, and prepare the corresponding record of the review proceedings.	Accounting Assistant / Internal Auditor
3.8.6	If retirement of the fixed asset is not advised, deliver a copy of the record of proceedings to the requesting party, with the approval of the Area Supervisor or Program Coordinator.	Accounting Assistant / Internal Auditor
3.8.7	Dispose of fixed assets that are in poor physical condition or no are longer serviceable, and issue a voucher authorizing that the asset be discarded, with the approval of the Area Supervisor or Program Coordinator.	Accounting Assistant / Internal Auditor
3.8.8	Subject to the approval of the Office of the Executive Director, sell assets that are no longer of use to the center, but that are still in good condition and have been acquired with the center's own funds.	Accounting Assistant / Administrator / Executive Director

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3.8.9	Record in the system the assets retired from service and the release of employee accountability, with a copy of the record of proceedings and approved exit permit authorizing the item to be removed from the premises.	Accounting Assistant
3.8.10	Issue and forward the notification of release of accountability to the employee previously accountable for the fixed asset.	Accounting Assistant

## Description of Process 4: Cash management and banking

### Procedure 4.1: Payment of taxes and employee benefits

Activity No.	Activity description	Individual responsible
4.1.1	Review tax and employee benefit payment obligations on a monthly basis. Incorporate these obligations into the monthly payment schedule, and the information in the accounting system.	Accounting Assistant
4.1.2	Receive and approve the schedule of payments, and review the tax and employee benefit obligations to be paid.	Administrator
4.1.3	Request the preparation of checks or transfer of funds, by financial institution, attaching the notification of collection, if required, and forward it on for authorization.	Accounting Assistant / Administrator
4.1.4	Sign the requests for transfers of funds and/or checks for payment of tax and employee benefit obligations.	Administrator
4.1.5	Transfer the funds or prepare checks in payment of tax and/or employee benefit obligations.	Accounting Assistant
4.1.6	Receive and file the documentation of payments made, duly stamped if made by check and/or notification of transfer made, Record them in the accounting system, and file the documentation.	Accounting Assistant

### Procedure 4.2: Payment of contracted professional services

Activity No.	Activity description	Individual responsible
4.2.1	Complete and deliver the expected outputs (deliverables) specified in contracts for professional services.	Personnel contracted to provide professional services
4.2.2	Review and approve the deliverables. In the event of non-approval, inform the contracted professional so that the rejected deliverable may be revised.	Coordinator of the program receiving the services
4.2.3	In the event of approval, request the payment of fees in accordance with the approved contract for professional services.	Coordinator of the program receiving the services
4.2.4	Include this payment obligation in the monthly schedule of payments, and forward it for appropriate authorization.	Accounting Assistant / Administrator
4.2.5	Record and review payments to be made for professional services provided under the contract.	Accounting Assistant
4.2.6	Prepare the list of checks and/or requests for the transfer of funds, by banking institution and by project or program, together with the payment voucher, and forward them for authorization.	Accounting Assistant / Administrator

4.2.7	Sign the requests for transfers and/or checks for payment of contracted professional services.	Administrator
4.2.8	Transfer the funds or deliver the check in payment of services provided by the contracted professional on the date indicated in the schedule of payments.	Accounting Assistant
4.2.9	Receive and file the voucher certifying that payment has been made, duly signed to indicate receipt of payment in the event payment is made by check and/or notification of funds transfer, and signed to indicate acceptance by the recipient. Record it in the system and file the documentation.	Accounting Assistant

### Procedure 4.3: Opening bank accounts

Activity No.	Activity description	Individual responsible
4.3.1	Request the opening of a bank account	Accounting Assistant
4.3.2	Review the request and forward it for approval.	Administrator
4.3.3	Approve the opening of a bank account	Executive Director
4.3.4	Request the forms for opening a bank account from the bank selected.	Accounting Assistant
4.3.5	Fill out of the forms, including the signature cards, and forward them to obtain the signatures of the individuals authorized to sign on the account.	Accounting Assistant / Administrator / Executive Director
4.3.6	Receive the documents for opening the bank account along with the signature cards. Record the account number for reference purposes.	Accounting Assistant
4.3.7	Deliver the forms with registered signatures to the designated bank and follow up to begin using the account.	Accounting Assistant
4.3.8	Notify the center's authorities and other interested parties.	Accounting Assistant

### Procedure 4.4: Preparation of the monthly schedule of payments

Activity No.	Activity description	Individual responsible
4.4.1	Conduct a monthly review of payment obligations in the accounting system: (a) payment due dates on invoices for purchases made or general services contracted, (b) direct purchases, (c) payments to temporary and permanent staff, (d) payments for contracted professional services, (e) taxes and employee benefits, and (f) replenishment of petty cash funds. Include these items on the schedule of payments and record them in the system.	Accounting Assistant
4.4.2	Conduct a monthly review of projected income from the organization's own services (if any) and donor-funded services, and record them in the system.	Administrator
4.4.3	Issue a report on payments made by check and bank transfers, projected income for the month, by financial institution, and cash flow.	Accounting Assistant
4.4.4	Review and approve the schedule of payments, and projected income and cash flow.	Administrator

4.4.5	Receive the schedule of payments and projected income and cash flow, by financial institution, and reserve funds to meet payment obligations.	Accounting Assistant
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#### Procedure 4.5: Prepare checks and/or transfer funds to make payments

Activity No.	Activity description	Individual responsible
4.5.1	Provide products or services, and deliver a copy of the invoice for the products or services to the requesting area or unit.	Supplier of goods or services
4.5.2	Sign the invoice and forward it to Accounting, with a note that the product or service has been satisfactorily received.	Program Coordinators
4.5.3	Deliver an original invoice and purchase order to Accounting for authorization and payment.	Supplier of goods or services
4.5.4	Sign the invoice to confirm receipt of the product or service following comparison with the copy of the signed invoice delivered by supplier. Record receipt of the product or service in the system.	Accounting Assistant
4.5.5	Record the invoice in the accounting system. Issue authorization for payment by check or funds transfer and deliver payment to the supplier.	Accounting Assistant
4.5.6	Conduct a biweekly review of the payment schedule, with dates of payment obligations, and prepare checks and/or orrequests for bank transfers, by financial institution, as appropriate.	Accounting Assistant
4.5.7	Attach the payment requests executed, with a request for the corresponding checks and transfers, and forward them for signature.	Accounting Assistant
4.5.8	Sign the payment requests and requests for transfers and checks for suppliers, and return them to the Accounting Assistant.	Administrator
4.5.9	Take the necessary steps to request the transfers. Notify the supplier that the transfer has been made, so that he/she can verify receipt of payment.	Accounting Assistant
4.5.10	In the case of a check, request and review the payment authorization and deliver the check to the supplier in accordance with the authorization.	Accounting Assistant
4.5.11	Delivery by the supplier of an invoice providing a detailed list of products or services provided. If the supplier does not have an invoice, he/she must indicate "Paid" on the invoice, along with detailed information regarding the received check.	Accounting Assistant
4.5.12	File invoices in the specific file folder for each project or program.	Accounting Assistant

#### Procedure 4.6: Voiding checks

Activity No.	Activity description	Individual responsible
4.6.1	Receive the checks to be voided for any of a variety of reasons.	Accounting Assistant
4.6.2	Void the checks by stamping "Void" on the checks.	Accounting Assistant

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4.6.3	Complete the check voiding procedure by attaching related documentation.	Accounting Assistant
4.6.4	Prepare a list of the checks voided during the month, along with supporting documentation, to be placed in the file folder for the appropriate project or program/donor.	Accounting Assistant

#### Procedure 4.7: Request for a per diem advance

Activity No.	Activity description	Individual responsible
4.7.1	Deliver the request for a per diem advance to the Area Chief or Program Coordinator.	Employee
4.7.2	Review the per diem advance request for approval.	Program Coordinators
4.7.3	Request any changes needed to approve the request if it is not approved initially.	Program Coordinators
4.7.4	Send the per diem advance request to Accounting upon approval.	Program Coordinators
4.7.5	Request a funds transfer or preparation of a check for the per diem advance, indicating the program, project or cost center to be charged.	Accounting Assistant
4.7.6	Forward for authorized signature, attaching the approved request for the per diem advance and information on the program, project, or cost center to be charged.	Accounting Assistant
4.7.7	Review, request clarifications as needed, and sign. Return the paperwork and signed checks to the Accounting Assistant.	Administrator
4.7.8	Record in the accounting system. Notify and deliver payment to the individual requesting a per diem advance..	Accounting Assistant

#### Procedure 4.8: Reconciliation of per diems

Activity No.	Activity description	Individual responsible
4.8.1	Request a reconciliation of per diems by submitting an approved expense report and receipts.	Employee
4.8.2	Review the request for reconciliation of per diem for approval.	Program Coordinators
4.8.3	Request any needed changes for the reconciliation request to be approved.	Program Coordinators
4.8.4	Make any changes to the request required for approval to be obtained.	Employee
4.8.5	Approve and authorize the expense report and forward it to Accounting for processing.	Program Coordinators
4.8.6	If the reconciliation request is incomplete, request changes and corrections so that it matches the amount recorded in the accounting system.	Accounting Assistant
4.8.7	Make required corrections and resubmit to Accounting.	Employee
4.8.8	If a refund is due to the center, issue a request for the amount to be refunded, receive the refund from the employee, and attach the request to the reconciliation documentation. .	Accounting Assistant

4.8.9	If reimbursement is due to the employee, pay the amount due, obtain the employee's signature on a receipt, and file the documentation with the reconciliation report	Accounting Assistant
4.8.10	Record the transaction in the accounting system and file the documentation.	Accounting Assistant

#### Procedure 4.9: Creation of a petty cash fund

Activity No.	Activity description	Individual responsible
4.9.1	Request the creation of a petty cash fund, indicating the name of the individual to be responsible and to be issued the check.	Administrator
4.9.2	Review the request, authorize, and return it to Accounting.	Executive Director
4.9.3	Receive the request to create petty cash fund, approve, and issue instructions to prepare the check.	Administrator
4.9.4	Prepare the check to create the petty cash fund and forward it for signature.	Accounting Assistant
4.9.5	Sign the check to create the petty cash fund	Administrator / Executive Director
4.9.6	Receive and cash the check to create the petty cash fund. Prepare a petty cash lockbox and deliver it to the person responsible.	Accounting Assistant (employee responsible for petty cash)

#### Procedure 4.10: Appointment of the employee responsible for petty cash

Activity No.	Activity description	Individual responsible
4.10.1	Prepare written information in the event of a change in job description or the resignation/dismissal/retirement of the employee responsible for petty cash.	Administrator
4.10.2	Confirm the amount of cash in the petty cash fund recorded by the outgoing and incoming employees responsible for the fund.	Administrator
4.10.3	In the event of the detection of a shortage in petty cash, prepare a written record so that the amount can be deducted from the salary and/or benefits owed to the outgoing employee, and so that petty cash may be replenished by the amount missing. Send the report to the Office of the Executive Director.	Administrator
4.10.4	If there is no shortage, prepare a written report indicating a change in the employee responsible for the petty cash fund, and state that all is in order.	Administrator

## Procedure 4.11: Monitoring and replenishment of petty cash

Activity No.	Activity description	Individual responsible
4.11.1	Prepare the “Petty Cash Liquidation” form, in original and duplicate, documenting the list of receipts, beneficiaries, and amounts, as well as the current balance in the fund.	Accounting Assistant (employee responsible for petty cash)
4.11.2	Review the form for reasonableness of expenditures, accounting codes, and written authorization, and return it for the preparation of a check.	Administrator
4.11.3	Prepare the check to replenish the funds, in accordance with the reconciliation of the petty cash fund.	Accounting Assistant
4.11.4	Forward the reconciliation, together with the authorization and check for replenishment of funds, for authorization and signature.	Accounting Assistant
4.11.5	Sign and return the reconciliation form to the Accounting Assistant.	Administrator
4.11.6	Record the expenditures, cash the check, and replenish the petty cash fund.	Accounting Assistant
4.11.7	File the request form, along with vouchers supporting the reconciliation of petty cash, and receipts for expenditures made, duly canceled.	Accounting Assistant

## Procedure 4.12: Increase the amount in the petty cash fund

Activity No.	Activity description	Individual responsible
4.12.1	Prepare a request for increase in the amount in the petty cash fund, with reasons for the increase.	Administrator
4.12.2	Review the request, review current regulations, and authorize, if approved.	Executive Director
4.12.3	Forward the request to Accounting with instructions to prepare a check in the amount of the requested increase.	Executive Director
4.12.4	Prepare the check to increase the amount in the petty cash fund to the newly authorized amount.	Accounting Assistant
4.12.5	Forward the check for authorization and signature.	Accounting Assistant
4.12.6	Sign the check and return it to the Accounting Assistant.	Administrator / Executive Director
4.12.7	Cash the check and adjust the amount available in the petty cash fund.	Accounting Assistant
4.12.8	File the approved request with the request-related documentation.	Accounting Assistant





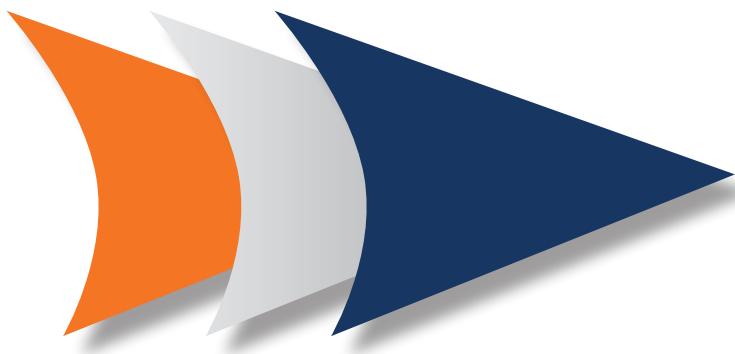
## System 4: Financial management

### Inventory of jobs for each process and procedure in the financial management system

JOBS ➔	PROCESSES ➔	Results-based budget management				Cost accounting			Recording and analysis of financial information, and monitoring control of fixed assets and insurable items							
		PROCEDURES ➔														
		1.1	1.2	1.3	1.4	2.1	2.2	2.3.	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8
JOBS ➔	Executive Director	☐	☐	☐	☐	☐	☐	☐			☐		☐			☐
	Administrator	☐	☐	☐	☐	☐	☐	☐		☐	☐		☐			☐
	Program Coordinators	☐	☐	☐	☐	☐	☐	☐			☐			☐	☐	☐
	Accounting Assistant		☐	☐			☐	☐	☐	☐		☐	☐	☐	☐	☐
	Board of Directors	☐		☐												
	Internal Auditor															☐

JOBS ➔	PROCESSES ➔	Cash management and banking											
		PROCEDURES ➔											
		4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9	4.10	4.11	4.12
JOBS ➔	Executive Director			☐						☐			☐
	Administrator	☐	☐	☐	☐	☐		☐		☐	☐	☐	☐
	Program Coordinators		☐			☐		☐	☐				
	Accounting Assistant	☐	☐	☐	☐	☐	☐	☐	☐	☐		☐	☐
	Board of Directors												
	Internal Auditor												





## SYSTEM 5: GENERAL SERVICES

### ESSENTIAL MANAGEMENT SYSTEMS MANUAL

<b>System 5: General Services</b> . . . . .	<b>5-1</b>
<i>Core system functions</i> . . . . .	5-1
<i>Standards ensuring the proper, effective, and high-quality performance of the system</i> . . .	5-1
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<i>Description of Process 1: Care, maintenance and repair of infrastructure and equipment</i>	5-2
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<i>Job inventory by system process.</i> . . . . .	5-3



## SYSTEM 5: GENERAL SERVICES

The general services system ensures that all of the physical assets/materials used by the center are available at all times and in proper working. It is also responsible for providing any required logistical support, thereby contributing to the quality of services and management.

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### Core functions of the system

- Planning, administering, and ensuring the timely, effective and continuous maintenance of all physical assets/materials used by the center.
- Continuously and effectively ensuring the safety and security of all of the center's personnel and assets.
- Managing the fleet of vehicles as well as general services related to the physical assets used by the center, including vehicles, furniture, and medical and industrial equipment, in accordance with established policies and regulations.

---

### Standards ensuring proper, effective, and high-quality performance of the system

1. A program is in place for the care, maintenance, and repair of the center's facilities and equipment.
2. Facilities have services available to guarantee, on a continuous basis, the safety and security of the center's personnel and assets.
3. Whenever required, safe and comfortable transportation is available to the users of the center's services as well as personnel who require it, based on their assigned responsibilities.

---

### General services system processes

1. Care, maintenance, and repair of infrastructure and equipment
2. Safety and security administration
3. Fleet management

## Description of Process 1: Care, maintenance, and repair of infrastructure and equipment

### Procedure 1.1: Preparing the annual maintenance plan

Activity No.	Activity description	Individual responsible
1.1.1	Evaluate the condition of the center's physical assets/ materials, based on established standards and indicators.	Administrative Assistant
1.1.2	Determine maintenance needs and priorities.	Administrative Assistant
1.1.3	Prepare an annual maintenance plan, including an appropriate budget and maintenance schedule.	Administrative Assistant
1.1.4	Review, adjust, and approve the annual maintenance plan and include the costs in the center's budget..	Administrative Assistant / Administrator

### Procedure 1.2: Implementing and monitoring the annual maintenance plan

Activity No.	Activity description	Individual responsible
1.2.1	Take steps to contract any required services	Administrative Assistant
1.2.2	Implement the maintenance plan.	Contracted supplier
1.2.3	Prepare and implement a schedule to supervise implementation of the maintenance plan.	Administrative Assistant
1.2.4	Supervise compliance with the maintenance plan, analyze results, and implement corrective actions.	Administrative Assistant / Administrator

## Description of Process 2: Safety and security administration

### Procedure 2.1: Management of external security services

Activity No.	Activity description	Individual responsible
2.1.1	Prepare scope(s) of work based on production, cost, and quality indicators.	Administrative Assistant
2.1.2	Identify external suppliers, based on previously defined criteria.	Administrative Assistant
2.1.3	Submit and approve the request to contract for external security services.	Administrative Assistant / Administrator
2.1.4	Supervise the services and implement corrective actions, as necessary, based on the scope(s) of work and the contract for services. Prepare a report on the findings.	Administrative Assistant
2.1.5	Prepare and discuss the report on the results obtained and take disciplinary measures in the event of noncompliance.	Administrative Assistant / Administrator

## Description of Process 3: Fleet management

### Procedure 3.1: Requisition and assignment of vehicles

Activity No.	Activity description	Individual responsible
3.1.1	Prepare a monthly schedule for vehicle use, by area/program.	Administrative Assistant
3.1.2	Prepare a vehicle request, in accordance with the schedule.	Administrative Assistant
3.1.3	Reserve and assign of vehicles.	Administrative Assistant
3.1.4	Assign drivers, as needed.	Administrative Assistant
3.1.5	Conduct a periodic review of vehicle maintenance and operating conditions.	Driver / Administrative Assistant

### Procedure 3.2: Management of the fleet of vehicles

Activity No.	Activity description	Individual responsible
3.2.1	Conduct a weekly review of vehicle scheduling and notifications to drivers.	Administrative Assistant
3.2.2	Review the condition of vehicles and request approval of any necessary expenditures.	Driver / Administrative Assistant
3.2.3	Submit a report for a requested service on the approved form.	Driver / Administrative Assistant

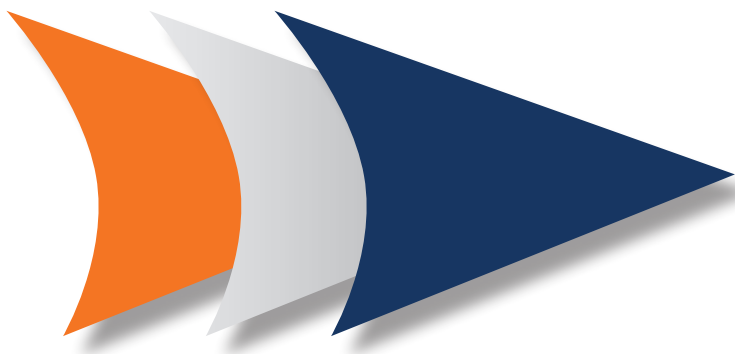
## System 5: General services

### Inventory of jobs for each process and procedure in the general services system

PROCESSES ➡		Care, maintenance and repair of infrastructure and equipment		Safety and security administration	Identification of funding sources	
PROCEDURES ➡		1.1	1.2	2.1	3.1	3.2
JOBS ➡	Administrator					
	Administrative Assistant					
	Driver					







# SYSTEM 6: INFORMATION MANAGEMENT AND QUALITY ASSURANCE

## ESSENTIAL MANAGEMENT SYSTEMS MANUAL

<b>System 6: Information Management and Quality Assurance . . . . .</b>	<b>6-1</b>
<i>Core system functions . . . . .</i>	<i>6-1</i>
<i>Standards to ensure proper, effective, and high-quality system performance . . . . .</i>	<i>6-1</i>
<i>Processes making up the system . . . . .</i>	<i>6-1</i>
<i>Description of Process 1: Monitoring information recording, timeliness, and quality . . . . .</i>	<i>6-2</i>
<i>Description of Process 2: Monitoring service production, costs, and quality . . . . .</i>	<i>6-3</i>
<i>Description of Process 3: Reporting . . . . .</i>	<i>6-3</i>
<i>Job inventory by system process . . . . .</i>	<i>6-4</i>



## SYSTEM 6: INFORMATION MANAGEMENT AND QUALITY ASSURANCE

This system enables the compilation, organization, documentation, and presentation of information—both graphically and in writing—for the purposes of: facilitating the analysis of performance and of results achieved as compared to plans; reviewing service costs and service quality; and making evidence-based decisions to make corrections and/or improvements.

### Core functions of the system

- Compiling, organizing, documenting, and presenting information that is accurate, complete, and timely on the performance and results of the provision of services by the center.
- Monitoring the performance of the various areas of the center and their compliance with desired results, as well as of the products and services provided by the center's programs.
- Facilitating the timely identification of gaps between actual achievements and the desired results, and the cost of and quality standards for the products and services provided by the center's various programs, so that quality assurance plans may be implemented..

### Standards ensuring the proper, effective, and high-quality performance of the system

1. Information for monitoring the production, costs, budget, and quality of services is timely, accurate, and reliable.
2. Work groups in the center's units, services, and programs monitor monthly compliance with their service production goals and take any corrective actions identified as necessary.
3. Monthly reports are prepared and distributed to the center's authorities and key stakeholders documenting the results of monitoring the production, costs, and quality of the services provided by the center's units, services, and programs, and any necessary corrective actions taken.

### Information management and quality assurance system processes

1. Monitoring information recording, timeliness, and quality
2. Monitoring service production, costs, and quality
3. Reporting

## Description of Process 1: Monitoring information recording, timeliness, and quality

### Procedure 1.1: Updating and monitoring the system for recording information

Activity No.	Activity description	Individual responsible
1.1.1	Review and verify the production goals and cost standards, and make any necessary adjustments to the quality standards applicable to the goods and services provided by each program.	Program Coordinators / Administrator / Executive Director
1.1.2	If necessary, update the indicators and standards for measuring the production, cost standards, and quality of the center's goods and services	Program Coordinators / Administrator / Executive Director
1.1.3	Define or update formulas for indicators, data sources, sampling methods, and frequency of data collection, and the identification of the individuals responsible for recording information on compliance with the goals and cost and quality standards for the goods and services provided by the center.	Program Coordinators / Administrator / Executive Director
1.1.4	Conduct periodic review and update, as needed, of tools required for compiling, organizing, and documenting information on production goals and costs, as well as for monitoring compliance with quality standards.	Program Coordinators / Administrator / Executive Director
1.1.5	Conduct periodic orientation and training of personnel responsible on the tools and procedures for recording and monitoring compliance with the production goals and cost and quality standards of the goods and services provided by each program.	Program Coordinators / Administrator
1.1.6	Conduct periodic and random verification of the timeliness, accuracy, and quality of data recorded by personnel responsible for each program, with corrective actions taken, if necessary.	Program Coordinators / Administrator

## Description of Process 2: Monitoring service production, costs, and quality

### Procedure 2.1: Monitoring service production, costs, and quality

Activity No.	Activity description	Individual responsible
2.1.1	Record the production of the goods and services of each program on a daily basis, including the inputs used.	Personnel responsible for each program
2.1.2	Conduct on site verification of compliance with quality standards in the production of goods and services of each program.	Program Coordinators
2.1.3	Compile, organize, review, and finalize information on the production of goods and services and inputs used. Conduct audits of compliance with applicable quality standards.	Program Coordinators / Accounting Assistant
2.1.4	Analyze and establish the average costs in compliance with monthly production goals and quality standards applicable to the goods and services of each program.	Accounting Assistant
2.1.5	Organize information from the final reports of each program.	Accounting Assistant
2.1.6	Review the final information, including an analysis and identification of gaps in compliance with goals and cost and quality standards applicable to the goods and services of each program, and the corrective actions to be taken, as needed.	Program Coordinators / Accounting Assistant / Administrator / Executive Director

## Description of Process 3: Reporting

### Procedure 3.1: Reporting

Activity No.	Activity description	Individual responsible
3.1.1	Conduct a periodic review and update of the procedures for preparing and distributing reports on the production, costs, and quality of the goods and services provided by each program, taking into account key stakeholders, objectives, key information to be provided, report formats, period covered, communication channels, and reporting unit.	Program Coordinators / Accounting Assistant / Administrator
3.1.2	Prepare reports in the proper format and in accordance with the approved reporting schedule.	Program Coordinators / Accounting Assistant
3.1.3	Review, make adjustments to, and approve the reports prepared.	Administrator / Executive Director
3.1.4	Distribute the approved reports, on the assigned date, using the established distribution mechanism for each particular audience, as planned.	Accounting Assistant

System 6: Information Management and Quality Assurance  
Inventory of jobs for each process and procedure in the information management and quality assurance system

PROCESSES ➡		Monitoring information recording, timeliness, and quality	Monitoring service production, costs, and quality	Reporting
PROCEDURES ➡		1.1	2.1	3.1
JOBS ➡	Executive Director	☐	☐	☐
	Administrator	☐	☐	☐
	Program Coordinator	☐	☐	
	Accounting Assistant		☐	☐



## APPENDIX A. POLICY AND PROCEDURE TEMPLATE

ESSENTIAL MANAGEMENT SYSTEMS MANUAL





# POLICY AND PROCEDURE TEMPLATE

## 1. Topic *Insert the name only of the process or activity.*

Policy or Procedure Name	Document No.	
<i>Provide a unique number to make future updates easier. Document any dates, revisions, and approval of the board or management.</i>	Effective Date	
	Revision Date	
	Revision Number	
	Approval	

## 2. Purpose *Insert a brief sentence or two that describes the policy or process.*

## 3. Revision History

Date	
Revision Number	
Change	
Revision Number	
Ref. Section	

## 4. People Affected *Identify the various positions—not individuals' names—that are involved in the process being documented. This should include all roles that are involved, from the initiation to the conclusion of the process.*

## 5. Applicable Policies *Detail any rules, organizational or donor restrictions, or policies that apply to this procedure.*

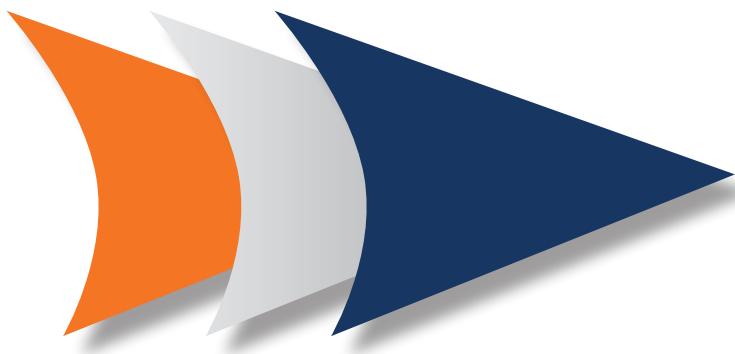
## 6. Definitions *Define any terms or acronyms used in this document that might not be understood by all staff.*

## 7. Procedure *Carefully outline each phase and procedural step from initiation to completion, ensuring that they are logical and efficient.*

## 8. Responsibilities *Outline the roles played by the various positions affected. Do they involve requests, approvals, implementation, documentation, etc.?*

## 9. Reference Materials *Attach any forms, templates, tools, samples, or additional materials that document or support the process.*





## APPENDIX B. JOB DESCRIPTIONS AND PROFILES

### ESSENTIAL MANAGEMENT SYSTEMS MANUAL

<i>Executive Director</i> .....	<i>B-1</i>
<i>Administrator</i> .....	<i>B-9</i>
<i>Program Coordinator</i> .....	<i>B-22</i>
<i>Administrative Assistant</i> .....	<i>B-30</i>
<i>Accounting Assistant</i> .....	<i>B-34</i>
<i>Internal Auditor</i> .....	<i>B-44</i>
<i>Legal Advisor</i> .....	<i>B-46</i>
<i>Driver</i> .....	<i>B-48</i>



# Executive Director

## Job Description: Executive Director

### Summary:

Responsible for the direction, organization, coordination, and executive-level management of the rehabilitation center, as well as for its overall operations and proper functioning. Charged with: maintaining effective and harmonious relationships with the Board of Directors, governments, donors, partners, and stakeholders; setting strategic direction focusing on the center's desired impact; and ensuring the proper management of funds. Encourages, aligns, and directs the various organizational areas and groups to achieve the center's vision, goals, objectives, and expected results.

**Reports to:** Board of Directors

**Coordinates internally with:** Internal Auditor and Legal Advisor

**Coordinates externally with:** Collaborating agencies and similar organizations in this and other sectors working with persons with disabilities

### Minimum requirements:

- Older than age 18

### Requirements:

- Professional in the area of business administration or financial management, or with expertise in auditing
- Preferably with postgraduate studies in business administration, financial management or auditing
- Knowledge of basic computer programs, the Internet, and virtual social networking
- Proven experience in directing health organizations or organizations in the not-for-profit social sector and at least three years of experience in dealing with cooperating agencies

### Desirable knowledge and skills:

- Knowledge of the directives, regulations, processes and instruments used by the rehabilitation center
- Knowledge of the policies, standards, procedures, and regulations of the country as well as those of not-for-profit organizations
- Must be a leader who encourages teamwork and is oriented toward quality and excellence
- Skills in systematic thinking and focusing on priority matters
- Skill in strategically planning, directing, and monitoring organizational management activities
- Orientation toward the achievement of results
- Objectivity and evidence-based reflective analytical capability
- Broad capacity for objective and effective negotiation and communication
- Proficiency in the use of information technology (basic computer software)
- Good interpersonal relationships and ability to delegate authority
- Excellent ability to work within a group
- Ability to work within time limitations and under pressure

**Desirable traits:**

- High level of personal responsibility and professional ethics
  - Creative, proactive, and inventive and a change agent
  - High level of honesty and transparency
  - Respectful and has integrity
  - High level of confidentiality, discretion, and commitment
  - Elevated sense of professional ethics and service to society
  - Self-control
  - Process facilitator
- 

## Job profile: Executive Director

**Systems and procedures in which the Executive Director participates:**

**I. PROGRAM MANAGEMENT:**

- Procedure 1.1:** Approval of policies, programs, regulations, and procedures
- Procedure 1.2:** Strategic planning
- Procedure 2.1:** Operational planning
- Procedure 4.1:** Resource mobilization
- Procedure 4.2:** Approval of bequests and donations
- Procedure 4.3:** Approval of agreements

**2. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT:**

- Procedure 1.1:** Recruitment of personnel
- Procedure 1.2:** Selection of personnel
- Procedure 1.3:** Hiring of personnel
- Procedure 2.2:** Administration of disciplinary procedures
- Procedure 2.4:** Management of suspensions of personnel
- Procedure 3.1:** Payroll administration
- Procedure 4.1:** Evaluation of workplace climate
- Procedure 4.2:** Evaluation of employee performance
- Procedure 4.3:** Preparation of the personnel training plan
- Procedure 5.1:** Mapping workplace risks and strengthening biosafety standards
- Procedure 5.2:** Monitoring compliance with biosafety standards

**3. PROCUREMENT:**

- Procedure 1.1:** Annual procurement plan
- Procedure 1.3:** Procurement programming
- Procedure 2.1:** Direct purchase of products, goods, and supplies, and contracting of services
- Procedure 2.2:** Purchasing products, goods, or supplies, or contracting services by direct invitation
- Procedure 4.1:** Planning and monitoring the appropriate use of commodities

**4. FINANCIAL MANAGEMENT SYSTEM:**

- Procedure 1.1:** Drafting and approval of the income and expense budget
- Procedure 1.2:** Setting up the budget for a new grant agreement
- Procedure 1.3:** Monitoring budget use
- Procedure 1.4:** Managing modifications to budgets
- Procedure 2.1:** System design/updating
- Procedure 2.2:** Annual standardization of production costs
- Procedure 2.3:** Recording, organizing and monitoring production costs
- Procedure 3.3:** Review of financial reports
- Procedure 3.5:** Inventory of fixed assets
- Procedure 3.8:** Retirement of fixed assets
- Procedure 4.3:** Opening bank accounts
- Procedure 4.9:** Creation of a petty cash fund
- Procedure 4.12:** Increase the amount in the petty cash fund

**6. SYSTEM OF INFORMATION MANAGEMENT AND QUALITY ASSURANCE:**

- Procedure 1.1:** Updating and monitoring the system for recording information
- Procedure 2.1:** Monitoring service production, costs and quality
- Procedure 3.1:** Reporting

**SPECIFIC RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR IN KEY PROCESSES AND PROCEDURES:***Program management (I)*

- Procedure 1.1:** Approval of policies, programs, regulations and procedures
  - In coordination with the management team, determines the need to develop or update the center's policies, programs, regulations, and procedures; defines guidelines and approves them or their final updating.
- Procedure 1.2:** Strategic planning
  - In coordination with the management team, conducts a situational analysis, approves the timeline, and defines the guidelines, content, and methodological approach to be used when updating and/or developing the multi-year strategic plan.
  - Participates in the analysis, preparation, and/or updating of the strategic plan in accordance with the previously agreed-upon timeline, guidelines, and methodological approach, as well as in its final approval and the corresponding recording of the proceedings.
- Procedure 2.1:** Operational planning
  - Participates in defining annual program goals based on the strategic plan and agreements signed with donors. Approves the timeline, procedures, and tools, as well as the final proposal for the annual operational plans and budgets for the center, and their distribution to work groups.
  - If needed, submits and seeks authorization from any supervisory agency or donor for the annual operational plans and budgets.
- Procedure 4.1:** Resource mobilization

- Responsible for periodically: analyzing and identifying alternative sources of revenue; directing the preparation/updating of profiles of potential sources of revenue; and assuring that the resource database is complete and up-to-date.
- Establishes and maintains contacts with potential sources of revenue. Defines strategies and identifies individuals responsible for preparing proposals to seek resources from the various sources identified. Reviews the proposals to ensure that they are ready for submission.
- Follows up on proposals to seek resources and informs the Board of Directors on progress made and results obtained.

**Procedure 4.2:** Approval of bequests and donations

- Responsible for the technical analysis, and review of the legal analysis, of the conditions, implications, and benefits of potential bequests or donations, and for submitting reports to the Board of Directors for acceptance, based on the analyses.

**Procedure 4.3:** Preparation of agreements

- Directs the preparation and discussion of draft agreements, together with the appropriate technical and/or legal analysis of the conditions, implications, and benefits for the center, and subsequently approves the finalized agreement.
- Conducts negotiations and makes final adjustments and arrangements with the funding agency. Signs the agreement and informs the Board of Directors of actions taken.

*Human resource management and development: (2)*

**Procedure 1.1:** Recruitment of personnel

- Approves requests to hire personnel and initiates the selection process for the personnel required by the center.

**Procedure 1.2:** Selection of personnel

- Approves the selection of eligible candidates to be included in the center's database, as well as the timeline for completing the process.
- Approves external notifications inviting applications from preselected candidates in the database, based on the job profile and applicable regulations.
- Approves the selection, appointment, creation, and orientation of the groups charged with selecting personnel required by the center.
- Participates in the selection of internal and external candidates.

**Procedure 1.3:** Hiring of personnel.

- Authorizes the hiring of the selected candidate.
- Signs the employment contract for the individual selected and notifies the immediate supervisor that the position has been filled.

**Procedure 2.2:** Administration of disciplinary procedures

- If a punishable offense has been committed by a member of the center's staff, reviews the personnel file and requests that disciplinary actions be taken, in accordance with applicable regulations.



**Procedure 2.4:** Management of suspensions of personnel

- Approves the appointment of temporary personnel to replace a staff person in the event of personnel suspensions.

**Procedure 3.1:** Payroll administration.

- Reviews reports, signs the pay roll, and signs pay slips, in accordance with applicable regulations.

**Procedure 4.1:** Evaluation of workplace climate

- Reviews, requests any necessary adjustments, and approves the schedule, guidelines, methodology, and tool to be used to assess the workplace climate.
- To encourage their cooperation, provides personnel with information on the process, objectives, and methodology for the workplace climate assessment.
- Reviews the results of the workplace climate assessment. In collaboration with the Program Coordinators, identifies strategies for improving the workplace climate for employees.
- Discusses the results and recommendations with executive-level staff and the Program Coordinators.
- Supervises the implementation of the strategies identified to improve workplace climate.

**Procedure 4.2:** Evaluation of employee performance

- Reviews and approves the methodology, tools, and timeline for evaluating employee performance.
- Reviews the report on the evaluation of employee performance and analyzes the advisability of strategies proposed to improve employee performance.

**Procedure 4.3:** Preparation of the personnel training plan

- Approves the proposal identifying capabilities of personnel to be developed/strengthened and the approach to be used, based on job profiles and the results of the evaluation of employee performance.
- Approves the distribution of the training plan, together with the criteria for selecting participants.
- Reviews the results of the evaluation of the training plan and distributes the report to the center's stakeholders.

**Procedure 5.1:** Mapping workplace risks and strengthening biosafety standards

- Approves the methodology, tools, and time line for updating the mapping of workplace risks.
- Studies the results and approves strategies and/or regulations to be applied in risk areas, along with the appropriate budget.

**Procedure 5.2:** Monitoring compliance with biosafety standards

- Approves the tool and timeline for monitoring compliance with biosafety standards.
- Periodically reviews the report on compliance with biosafety standards, in accordance with the approved monitoring instrument and timeline, as well as corrective actions taken.

*Procurement: (3)*

**Procedure 1.1:** Annual procurement plan

- Identifies needed modifications, and reviews and submits the annual procurement plan for any necessary approvals.

**Procedure 1.3:** Procurement programming

- Approves the procurement plan and budgeted amounts for the specified period.

**Procedure 2.1:** Direct purchase of products, goods, and supplies, and contracting of services

- Approves the list of proposed suppliers to be invited to submit quotations.
- Identifies any required adjustments and approves the suppliers selected.

**Procedure 2.2:** Purchasing products, goods or supplies, or contracting services by direct invitation

- Approves the proposed eligible suppliers that will receive an invitation to submit quotations and the creation of the Procurement Committee.
- Authorizes purchase orders and requests to contract services from selected suppliers.

**Procedure 4.1:** Planning and monitoring the appropriate use of commodities

- Identifies adjustments to be made; approves verification criteria and the tool to be used to review the use of commodities.
- Reviews the report documenting periodic, random surveys of the use of commodities and approves proposed recommendations.

*Financial management: (4)*

**Procedure 1.1:** Drafting and approval of the income and expense budget

- Participates in and coordinates preparation and/or updating of regulations, procedures, and tools, as well as scheduling activities for drafting the budget for the coming year.
- In coordination with the management team, participates in the analysis of (a) end-of-year financial reports and reports on the final evaluation of budget use from the preceding year; and (b) compliance with strategic and operational plans for the previous year and adjustments to be made for the coming year, for both the center's own funds and for donor funding, based on commitments to each.
- Coordinates the review of operational plans, adjusted goals, and updating of the production costs of the various products and services provided by the center's programs.
- Reviews the preparation of preliminary income projections based on the projected expense budget.
- Submits proposed projections of both income and expenses for approval.
- Informs stakeholders about the approved income and expense budget.

**Procedure 1.2:** Setting up the budget for a new grant agreement

- Reviews newly signed agreements, and instructs the individual responsible for the project to proceed with setting up the new budget.

**Procedure 1.3:** Monitoring use of the budget

- Coordinates and supervises the preparation of reports describing any corrective actions taken, as appropriate; addresses concerns and obtains approval for subsequent distribution of the report.

**Procedure 1.4:** Managing modifications to budgets

- Approves budget modifications, with all appropriate supporting information.
- In the case of grant funds, coordinates submission of the request for approval for a budget modification to the donor, along with the technical justification.

**Procedure 2.1:** System design/updating

- Supervises and provides follow-up on the design and/or updating of the cost structure and tools to be used to record and monitor direct and indirect costs for each of the center's products.
- Approves the structure, with variables, of the accounting codes for direct and indirect costs, and tools for recording, summarizing, and monitoring costs, by product and by project/program.

**Procedure 2.2:** Annual standardization of production costs

- Approves and follows up on the process of standardizing updated costs for the year.

**Procedure 2.3:** Recording, organizing and monitoring production costs

- Participates in and coordinates the review and presentation of the cost analysis by product, with the identification of variances in approved standard costs; responsible for taking any corrective actions required.

**Procedure 3.3:** Review of financial reports

- Participates in the presentation of financial reports; coordinates a review and discussion of findings, and the implementation of recommended actions.

**Procedure 3.5:** Inventory of fixed assets

- Reviews requests for actions in response to missing fixed assets or inconsistencies in inventory records, and approves implementation of corrective actions as appropriate.

**Procedure 3.8:** Retirement of fixed assets

- Responsible for approving the retirement of fixed assets procured with the center's own funds that are in good condition, but are no longer of use to the center, so that they may be sold to interested parties.

**Procedure 4.3:** Opening bank accounts

- Approves the opening of bank accounts.
- Reviews and follows up on the completion of the request form and signature cards for the individuals designated as signatories on the account.

**Procedure 4.9:** Creation of the petty cash fund

- Reviews requests for the creation of petty cash funds; authorizes and returns the approval to Accounting.
- Signs checks to initiate operation of petty cash funds.

**Procedure 4.12:** Increase the amount in the petty cash fund

- Reviews requests to determine if they are in compliance with currently applicable regulations and ready for authorization.
- Forwards to Accounting, along with instructions to prepare the appropriate check in the amount of the requested increase.
- Signs the check and returns it to the Accounting Assistant.

*Information management and quality assurance system: (6)*

**Procedure 1.1:** Updating and monitoring the system for recording information

- In coordination with staff in the Office of the Executive Director, participates in a review of production goals, cost standards, and indicators applicable to the quality of the goods and services provided by each program. Reviews any required changes, as necessary.
- Coordinates the entire process for defining formulas for indicators, sources of data, sampling methods, frequency of data collection, and identifying the individuals responsible for recording information on compliance with goals and cost standards and on the quality of the center's goods and services.
- Participates in the updating of tools for compiling, summarizing, and documenting information on goals and production costs, as necessary, as well as in monitoring compliance with quality standards.

**Procedure 2.1:** Monitoring service production, costs and quality

- Responsible for directing the analysis process and the identification of gaps in compliance with goals, cost standards, and quality of the goods and services of each program, and for taking corrective action, in coordination with staff in the Office of the Executive Director and the Administrator.

**Procedure 3.1:** Reporting

- Responsible for approving all reports related to the monitoring of the center's indicators on the production, costs, and quality of the goods and services provided by each program for forwarding to key stakeholders.
-

# MAdministrator

## Job description: Administrator

### Summary:

Responsible for the effective and efficient administrative and financial management of the rehabilitation center; including: coordinating, directing, and supervising the effective planning, management, monitoring, transparency, and accountability for the center's financial resources; taking steps to ensure the appropriate recording of accounting-related activities and the preparation and analysis of financial reports; and proposing improvements in needed areas especially processes involving cash and banks, monitoring cash flow and payments, and matters of an administrative nature relating to human resource development, procurement, and general services, in accordance with established policies, regulations, processes, and procedures.

**Reports to:** Executive Director

**Coordinates internally with:** Program Coordinators

**Coordinates externally with:** Donors, suppliers, and other organizations working with persons with disabilities

### Minimum requirements:

- Older than age 18

### Requirements:

- Professional in the area of finance or specializing in the area of administrative management auditing
- Preferably has completed post-graduate studies in administrative management, accounting, or auditing
- Knowledge of basic computer programs, the Internet, and virtual social networking
- At least two years of proven experience in managing similar projects and managing funds from cooperating agencies

### Desirable knowledge and skills:

- Knowledge of the guidelines, regulations, processes and instruments in place at the rehabilitation center; especially those involving institutional financial and administrative management and management of grant funds
- Knowledge of the country's administrative and financial policies, standards, procedures and regulations, as well as those in place in not-for-profit organizations
- Experience in managing accounting, administrative, human resource and auditing systems
- Excellent ability to formulate, analyze and propose recommendations for improvements to institutional financial accounting reports and reports to cooperating agencies
- Knowledge of national tax regulations
- Planning, programming, monitoring, supervising and evaluating administrative and financial management activities
- Knowledge and skills in designing and applying internal administrative and financial management control structures and mechanisms
- Proficiency in the use of information technology (basic computer software)
- Excellent ability for document-based, electronic and physical inquiry, research and analysis
- Knowledge of computerized financial accounting software
- Very good interpersonal relationships
- Ability to work within time limitations, as part of the group, and in pressure situations

### Desirable traits:

- High level of professional responsibility and ethics
- Self-directed, proactive, and creative
- Honest, honorable, and respectful
- High level of confidentiality, discretion, and commitment
- Professional skepticism
- Self-control
- Receptive to change and facilitator of processes

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## Job Profile: Administrator

### Systems and procedures in which the Administrator participates:

#### I. PROGRAM MANAGEMENT SYSTEM:

- Procedure 1.1:** Approval of policies, programs, regulations and procedures
- Procedure 1.2:** Strategic planning
- Procedure 2.1:** Operational planning
- Procedure 4.1:** Resource mobilization
- Procedure 4.2:** Approval of bequests and donations
- Procedure 4.3:** Approval of agreements

#### 2. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT SYSTEM:

- Procedure 1.1:** Recruitment of personnel
- Procedure 1.2:** Selection of personnel
- Procedure 1.3:** Hiring of personnel
- Procedure 1.4:** Orientation of new personnel to their positions
- Procedure 2.1:** Monitoring attendance and punctuality
- Procedure 2.2:** Administration of disciplinary procedures
- Procedure 2.3:** Administration of vacation procedures
- Procedure 2.4:** Management of suspensions of personnel
- Procedure 2.5:** Issuing records of employment and employment certifications
- Procedure 2.6:** Resignation/retirement/dismissal and payment of employee benefits
- Procedure 3.1:** Payroll administration
- Procedure 4.1:** Evaluation of workplace climate
- Procedure 4.2:** Evaluation of employee performance
- Procedure 4.3:** Preparation of the personnel training plan
- Procedure 5.1:** Mapping workplace risks and strengthening biosafety standards

#### 3. PROCUREMENT SYSTEM:

- Procedure 1.1:** Annual procurement plan
- Procedure 1.2:** Supplier registration and updating
- Procedure 1.3:** Procurement programming
- Procedure 2.1:** Direct purchase of products, goods, supplies, and contracting of services

**Procedure 2.2:** Purchasing products, goods, or supplies, or contracting of services by direct invitation

**Procedure 2.3:** Supervision and receipt of contracted services

**Procedure 4.1:** Planning and monitoring the appropriate use of commodities

#### 4. FINANCIAL MANAGEMENT SYSTEM:

**Procedure 1.1:** Drafting and approval of the income and expense budget

**Procedure 1.2:** Setting up the budget for a new grant agreement

**Procedure 1.3:** Monitoring budget use

**Procedure 1.4:** Managing modifications to budgets

**Procedure 2.1:** System design/updating

**Procedure 2.2:** Annual standardization of production costs

**Procedure 2.3:** Recording, organizing and monitoring production costs

**Procedure 3.2:** Preparation of financial reports on results

**Procedure 3.3:** Review of financial reports

**Procedure 3.5:** Inventory of fixed assets

**Procedure 3.8:** Retirement of fixed assets

**Procedure 4.1:** Payment of taxes and employee benefits

**Procedure 4.2:** Payment of contracted professional services

**Procedure 4.3:** Opening bank accounts

**Procedure 4.4:** Preparation of the monthly schedule of payments

**Procedure 4.5:** Prepare checks and/or transfer to make payments

**Procedure 4.7:** Request for a per diem advance

**Procedure 4.9:** Creation of a petty cash fund

**Procedure 4.10:** Appointment of the employee responsible for petty cash

**Procedure 4.11:** Monitoring and replenishment of petty cash

**Procedure 4.12:** Increase the amount in the petty cash fund

#### 5. GENERAL SERVICES SYSTEM:

**Procedure 1.1:** Preparing the annual maintenance plan

**Procedure 1.2:** Implementing and monitoring the annual maintenance plan

**Procedure 2.1:** Management of external security services

#### 6. INFORMATION MANAGEMENT AND QUALITY ASSURANCE SYSTEM

**Procedure 1.1:** Updating and monitoring the system for recording information

**Procedure 2.1:** Monitoring service production, costs, and quality

**Procedure 3.1:** Reporting

#### SPECIFIC RESPONSIBILITIES OF THE ADMINISTRATOR IN KEY PROCESS AND PROCEDURES:

*Program management: (1)*

**Procedure 1.1:** Approval of policies, programs, regulations and procedures

- Provides support to the Office of the Executive Director for the periodic review of the need to develop or update policies, programs, regulations, or procedures; defines guidelines for updating same; and prepares proposals as needed.
- Collaborates in the review of and submission to the Office of the Executive Director, and subsequent dissemination, of policies, programs, regulations, or procedures approved for the appropriate operation of the center.

**Procedure 1.2:** Strategic planning

- In coordination with staff from the Office of the Executive Director, participates in situational analyses and the preparation of the schedule for developing and/or updating the multiyear strategic plan.
- Participates in the preparation and/or updating of the strategic plan, the finalization of the document, its submission to the Board of Directors for approval, and its subsequent distribution to stakeholders and appropriate members of the staff. Files the copy of approved plans.

**Procedure 2.1:** Operations planning

- Participates in the review of annual program goals in accordance with strategic plans and agreements signed with donors. Collaborates in the approval of the schedule, procedure, and tools to be used in formulating the annual plans, as well as in the final proposal for the annual operational plans and budgets.
- Participates in the consolidation of annual operational plans at the center level.
- Supports the analysis and approval of finalized plans and budgets, and distributes them to work groups and stakeholders; also participates in negotiations to secure their approval by donor organizations, if required by the project agreements.

**Procedure 4.1:** Resource mobilization

- Collaborates in the periodic identification of alternate sources of revenue, in the preparation/updating of profiles describing the characteristics of these sources, and takes steps to ensure the periodic maintenance of the database on the potential sources.
- Participates in the analysis and definition of strategies and individuals to be responsible for preparing proposals to obtain resources from the various sources identified; prepares any proposals assigned to him/her.
- Supports the Office of the Executive Director in making contact with, submitting, and following up on proposals, and in efforts to secure resources, in accordance with established revenue generation strategies.

**Procedure 4.2:** Approval of bequests and donations

- Collaborates in the technical and/or legal analysis and in the preparation/ submission of reports to the Office of the Executive Director regarding the conditions, implications, and benefits of potential bequests and donations.

**Procedure 4.3:** Preparation of agreements

- Collaborates in the preparation of draft project agreements by providing technical and/or legal analyses of conditions, implications, and benefits, and in supporting their submission to, and negotiation with, donors and other entities, as necessary.

*Human resource management and development: (2)*

**Procedure 1.1:** Recruitment of personnel



- Identifies vacancies or new positions in the center that need to be filled; reviews/ updates the job descriptions and profiles for those positions; reviews the availability of the necessary budget funds.
- Following receipt of approval for hiring, begins the selection process.

**Procedure 1.2:** Selection of personnel

- Defines the type of recruitment to be used, i.e., internal or external, in accordance with the job profile and center policy.
- For both internal and external recruitment, prepares a schedule for the selection process and an internal or external invitation to apply, in accordance with the job profile; posts the vacancy announcement, subject to the approval by the Office of the Executive Director.
- In the case of external recruitment, reviews the database, and selects and sends an invitation to pre-selected candidates based on the job profile.
- Reviews and accepts applications that meet the requirements set forth in the invitation and in center regulations, and reviews the history of previous employment, in accordance with applicable regulations.
- Proposes to the Office of the Executive Director the creation and appointment of a group to be responsible for the selection of personnel selection; provides the required orientation.
- Participates in the selection of candidates and prepares the report on the results obtained; maintains a file on applications and related documentation.

**Procedure 1.3:** Hiring of personnel

- Notifies the selected candidate and the candidates not selected; prepares, signs, enters in the database, and files the employment contract in the appropriate personnel file; and notifies the immediate supervisor that the position has been filled.

**Procedure 1.4:** Orientation of new personnel to their positions

- Prepares the orientation program, materials, and schedule.
- Selects and advises facilitators for the orientation of new personnel.
- Invites newly hired personnel to participate in the orientation, directs the orientation process; evaluates the orientation program in accordance with applicable regulations; and prepares/submits a report on participating personnel and their evaluation of each orientation program conducted.

**Procedure 2.1:** Monitoring attendance and punctuality

- Prepares attendance sheets and reviews monthly attendance and tardiness of staff; requests justification in the event of noncompliance and takes appropriate disciplinary action (or suggests that the Office of the Executive Director take action), in accordance with applicable regulations; and records disciplinary actions taken in the personnel file of the staff member involved.

**Procedure 2.2:** Administration of the disciplinary procedures

- Receives and reviews the personnel file, decides on, and records all requests for disciplinary actions or legally stipulated labor actions for workers who have committed a punishable offense, according to the applicable regulations.
- Based on the nature, magnitude or repeat occurrence of the offense, submits the case file, including the recommended ruling, to the Office of the Executive

Director.

**Procedure 2.3:** Administration of vacation procedures

- Coordinates and provides advisory assistance in the preparation of the annual vacation schedule; finalizes and records the schedule; delivers it to the Accounting Assistant, who will make the appropriate reservation of funds.
- Receives, reviews, and records in the appropriate personnel files all requests for vacation authorized by immediate supervisors or Program Coordinators, in accordance with applicable regulations; delivers the information to the Accounting Assistant for the appropriate reservation of funds, with notifications to be sent to all immediate supervisors and other interested parties.

**Procedure 2.4:** Management of suspensions of personnel

- Receives authorized suspension orders containing a detailed explanation of the reasons; records the suspension in the appropriate personnel file; selects a temporary replacement from the personnel database, in accordance with applicable regulations, as appropriate.
- Prepares, signs, and delivers to the Office of the Executive Director the appointment of a temporary replacement; makes appropriate notations in personnel files and distributes to all interested parties.

**Procedure 2.5:** Issuing records of employment and employment certifications

- Receives requests and prepares, signs, and delivers certifications of employment to employees; files the request and a copy signed by the employee to acknowledge receipt.

**Procedure 2.6:** Resignation/retirement/dismissal and payment of employee benefits

- Receives the notification of resignation/retirement/dismissal; issues summons and conducts exit interviews; requests solvency certification for employees terminating their employment at the center, in accordance with applicable regulations.
- Reviews outstanding amounts payable, if any, and makes any necessary adjustments, in accordance with applicable regulations and national law.
- Reviews and approves the notification of discharge and delivers it to the employee for his/her approval.
- Records resignations in the personnel file and forwards them to the Accounting Assistant for payment, if consistent with applicable regulations; forwards the severance agreement to the concerned government agency, if required by national legislation; and files the appropriate documentation.

**Procedure 3.1:** Payroll administration

- Records reports on days and hours worked, duly authorized by the Area Chief or Program Coordinator, and reviews reports on taxes paid and employer contributions made to the appropriate agencies, in accordance with national legislation.
- Responsible for reviewing and signing payroll, pay slips, and reports, in accordance with applicable organizational regulations.

**Procedure 4.1:** Evaluation of workplace climate

- Reviews, adjusts, and approves the timeframe, guidelines, methodology, and tools for assessing the workplace climate; provides assessment guidance/training to

immediate supervisors and Program Coordinators; and encourages participation by informing personnel about the process and its importance.

- Coordinates logistical arrangements and the process for assessing workplace climate.
- Organizes and participates in the analysis and presentation of the results, and the preparation of strategies to improve workplace climate, in collaboration with center personnel.
- Supervises the implementation of strategies to improve the workplace climate.

**Procedure 4.2:** Evaluation of employee performance

- Reviews, updates, approves, and disseminates the methodology, tools, and schedule for the annual evaluation of employee performance.
- Provides training to supervisors, Program Coordinators and/or evaluators on the technique and tools to be used, in accordance with applicable center regulations, and supervises compliance with the approved schedule, technique, and tool.
- Organizes and submits a report on the evaluation of employee performance, with strategies for improvement/strengthening skills, and follows up on the effective implementation of the employee performance improvement strategy.

**Procedure 4.3:** Preparation of the personnel training plan

- Participates in the identification of the skills to be developed and modules to be implemented to improve personnel performance, in accordance with job profiles and the results of the employee performance evaluation.
- Supports the design of the programs, modules, and the training plan, along with their respective materials, as well as the identification of employees to participate.
- Approves and disseminates the training plan, with the criteria and conditions for selecting participating employees. Receives and ranks the requests for training, and selects participants.
- Participates in the development, and coordinates, supervises, and evaluates compliance with, and the results of, the personnel training plan.
- Reviews, finalizes, and disseminates the results of the evaluation of the personnel training plan.

**Procedure 5.1:** Mapping workplace risks and strengthening biosafety standards

- Participates in the analysis and presentation of results and the identification of biosafety strategies and standards to be applied and/or approved, along with the appropriate budget if expenditures will be required.

*Procurement: (3)*

**Procedure 1.1:** Annual procurement plan

- Determines the need for procurement of products, goods, and supplies, and for contracting of services, including the requisite budget, in accordance with annual operational plans.
- Prepares, finalizes, and presents the annual plan, including procurement strategies and the budget, to the Office of the Executive Director for modification and/or approval.
- Ensures compliance with, and supervises the use of, the approved plan for the procurement of products, goods, and supplies and contracting services, in

accordance with applicable regulations.

**Procedure 1.2:** Supplier registration and updating

- Selects and ranks the suppliers to be included in the database, in accordance with previously approved criteria, and enters the appropriate information in the database, in accordance with applicable regulations.

**Procedure 1.3:** Procurement programming

- Periodically determines and summarizes requirements for procurement and contracting services, by management area and by program, in accordance with applicable regulations and the approved annual procurement plan.
- Prepares and presents the procurement plan, and the costs involved for the period in question, to the Office of the Executive Director for approval.

**Procedure 2.1:** Direct purchase of products, goods, or supplies and contracting of services

- Receives requests and determines the need for the procurement of products, goods, or supplies and/or the contracting of services; determines whether they are merited, based on applicable regulations, the amounts involved, procurement programming, and budget availability.
- Suggests three suppliers selected from the database to receive invitations to submit quotations; sends the invitation and receives their quotations.
- Prepares a comparison matrix and selects and approves a supplier; advises the supplier of his/her selection; follows up on the procurement or contracting of the services, in accordance with applicable regulations.

**Procedure 2.2:** Purchasing products, goods, or services and contracting of services by direct invitation

- Receives requests for services to be contracted or goods/supplies to be procured, in accordance with minimum stock amounts and/or procurement programming; verifies the eligibility or non-eligibility of the procurement based on applicable regulations and budget availability.
- Reviews and selects qualified suppliers from the database; recommends that the Office of the Executive Director provide its approval to invite them to submit quotations; authorizes the creation of a Procurement Committee.
- Prepares and sends request for bids to suppliers that have been selected and approved. Receives their quotations, prepares the comparison matrix, and submits all relevant documentation to the previously approved Procurement Committee, in accordance with applicable regulations.
- Issues and delivers purchase orders or service contracts to the suppliers selected by the Procurement Committee.

**Procedure 2.3:** Supervision and receipt of contracted services

- Submits a supervision report on actions taken in the event of a contractor's failure to comply with the conditions set forth in his/her service contract.

**Procedure 4.1:** Planning and monitoring the appropriate use of commodities

- Defines or updates criteria and the tool for verifying the appropriate use of commodities and submits them for approval.
- Submits reports and proposed recommendations for the improved use and monitoring of the center's material resources.

*Financial management: (4)*

**Procedure 1.1:** Drafting and approval of the income and expense budget

- Reviews the process, policies, standards, and regulations used for drafting the budget in the preceding year, and the results; prepares and/or updates the guidelines, procedures, tools, and schedule of activities for drafting the budget for the coming year.
- Coordinates the process of analyzing: (a) end-of-fiscal-year reports and reports on the final evaluation of budget use for the preceding year, and (b) compliance with strategic and operational plans and goals for the preceding year, with adjustments for the coming year, involving both the center's own funds and funds received from individual donors, in accordance with the commitments made to each of them.
- Coordinates the review of operational plans, modified goals, and updated production costs for the various goods and services provided by each of the center's programs.
- Participates in the preparation and consolidation of projections for the expense budget by service, in accordance with applicable regulations, commitments to donors, procedures, production costs of goods and services, and the tools and timelines approved for each of the center's programs and management areas.
- Coordinates the preparation of preliminary income projections based on projections of the expense budget.
- Submits proposed projections of both income and expenses; coordinates any adjustments recommended; follows up on approval with appropriate officials.
- Supports the process of communicating with interested parties in order to proceed with the use of the annual general income and expense budget.

**Procedure 1.2:** Setting up the budget for a new grant agreement

- Reviews the agreement and issues instructions to open a new bank account (if required by the agreement) and to set up the new budget.
- Coordinates requests for advances of funds, in accordance with approved budgets; when received, records the advance in the budget system and informs the Project Chief or Program Coordinator for the purpose of setting up the budget use process.

**Procedure 1.3:** Monitoring budget use

- Participates in and coordinates the process of reviewing established goals and indicators, in coordination with donors, and monitoring compliance with operational plans and the budgets funded by each donor.
- If the results are inconsistent with what was programmed and budgeted, participates in and coordinates an analysis of the reasons for the inconsistency, and identifies and proposes corrective actions.
- Coordinates the preparation of reports describing any necessary corrective actions taken. Clarifies concerns, makes adjustments, and follows up on the approval process.

**Procedure 1.4:** Managing modifications to budgets

- Reviews and verifies the availability of funds and the feasibility of budget modifications, in accordance with applicable regulations and agreements signed with donors. If the modification is not feasible, provides the reasons to the

concerned Program Coordinator. If the modification is feasible, identifies the type, amount, and budget line items that will be affected, in order to request approval.

- If the modification is approved and if only the center's funds are involved, coordinates the recording of the budget modification and provision of information to the head of the concerned area so that he/she may proceed to use the budget.
- In the case of grant funds, coordinates the preparation and forwarding of a request for a budget modification to the donor for approval, along with the requisite technical justification. If a negative response is received from the donor, informs the individual responsible for the concerned area that the request was denied. If the request is approved, coordinates posting to the system and informs the requester so that he/she may proceed to use the budget.

**Procedure 2.1:** System design/updating

- Participates in the implementation of the inventory of products (goods and services), by center project and program.
- Participates in, and coordinates the design/updating of the cost structure and tools to be used for recording and monitoring direct and indirect costs for each of the center's products.
- Coordinates the review of protocols and procedural guidelines for the production of each product inventoried; identifies the inputs/variables for the direct and indirect costs required for their production.
- Responsible for the organization of the cost structure and for recording and monitoring tools, along with the variables and the accounting codes for the direct and indirect costs for each product provided by each of the center's projects and programs.
- Coordinates the testing process, cost structure, and tools for recording and monitoring, along with variables and accounting codes for direct and indirect costs for each product of each of the center's projects or programs.
- Responsible for presenting and discussing the cost structure, with the variables and accounting codes for direct and indirect costs, and tools for recording, summarizing, and monitoring the information by product and project/program.

**Procedure 2.2:** Annual standardization of production costs

- Coordinates the process for reviewing and updating the prices of inputs considered to be a part of the direct and indirect costs of producing the goods and services of each of the center's programs.
- Supervises the recording of information on the instrument and updates standard per-product unit costs for each of the center's projects and programs.
- Responsible for submitting updated standard costs for the year.
- Coordinates recording in the cost accounting system and provides information on standard costs, by product, for the coming year.

**Procedure 2.3:** Recording, organizing, and monitoring production costs

- Responsible for coordination of the review process; presentation and analysis of per-product costs, with variances identified versus approved standard costs; and for taking any corrective actions that may be required.

**Procedure 3.2:** Preparation of financial reports

- Supervises the preparation of financial reports for review, approval, and recommendations regarding findings.

**Procedure 3.3:** Review of financial reports

- Reviews financial reports against physical supporting documentation to verify the content. In the event of variances, identifies the reasons. Undertakes any required consultations for clarification. .
- Participates in the identification of appropriate and feasible corrective actions.
- Coordinates the preparation of reports on the financial analysis conducted for submission for approval and for the subsequent implementation of recommended actions.

**Procedure 3.5:** Inventory of fixed assets

- Coordinates the preparation and approval of the semiannual schedule for conducting physical inventories of the center's areas and programs.
- Verifies the steps to be taken in the event of shortages or inconsistencies, and informs the Office of the Executive Director.
- Follows up on suggested steps to be taken in the event of shortages or inconsistencies.

**Procedure 3.8:** Retirement of fixed assets

- Coordinates the process of selling fixed assets acquired with the center's own funds that have been retired and are in good condition, with the authorization of the Office of the Executive Director.

**Procedure 4.1:** Payment of taxes and employee benefits

- Receives and approves the payment schedule and reviews payments to be made for employee taxes and benefits.
- Coordinates and supervises the preparation of requests for bank transfers or checks, by financial institution; attaches the collection receipt, as required; forwards the information or authorization.
- Coordinates the process of signing requests for transfers and/or checks to pay employees' taxes or benefits.

**Procedure 4.2:** Payment of contracted professional services

- Responsible for following up on the process for payment of contracted professional services and the monthly payment schedule, and forwarding them for authorization.
- Coordinates the signing of requests for the transfer of funds and/or checks in payment for contracted professional services that have been provided and approved, and forwards them to the Accounting Assistant for processing.

**Procedure 4.3:** Opening bank accounts

- Reviews the request and forwards it for approval. Coordinates completion of the request form and the signature cards, which he/she circulates to obtain the signatures of the individuals authorized to sign on the bank account.

**Procedure 4.4:** Preparation of the monthly schedule of payments

- On a monthly basis, reviews the projection of income from services provided by the center (if any) and funding provided by donors, for inclusion in the system.

**Procedure 4.5:** Prepare checks and/or transfer funds to make payments



- Signs payment requests and suppliers' requests for the transfer of funds or checks and returns them to the Accounting Assistant.

**Procedure 4.7:** Request for a per diem advance

- Reviews; requests clarifications, as required, and signs. Returns documentation and signed checks to the Accounting Assistant.

**Procedure 4.9:** Creation of a petty cash fund

- Initiates the request for the creation of a petty cash fund and, following approval, requests the preparation of a check in the appropriate amount.
- Coordinates the signing of the check so that the petty cash fund may be set up.

**Procedure 4.10:** Appointment of the employee responsible for petty cash

- If the individual responsible for the petty cash fund resigns or is transferred to another position, prepares a written notification, and follows up on the appointment of a replacement, in accordance with approved regulations.
- In coordination with the outgoing and incoming individuals responsible, counts the cash on hand in the petty cash fund.
- In the event a shortage is detected, provides written notification so that the shortage in the petty cash fund may be deducted from the employee's salary/benefits, and so that the fund may be replenished in the amount of the shortage, and duly recorded, with a report provided to the Office of the Executive Director.
- If no shortage is found, provides a written report on the change in the individual responsible for the petty cash fund and indicating that all is in order.

**Procedure 4.11:** Monitoring and replenishment of petty cash

- Reviews the reasonableness of expenditures; ensures that the appropriate accounting code has been assigned; authorizes the transactions in writing; returns the form so that a check may be issued to replenish the fund.

**Procedure 4.12:** Increase in the amount in the petty cash fund

- Reviews and follows up on the request for an increase in the amount of the petty cash fund, providing the appropriate justification.
- Coordinates the approval process and sends the paperwork to the Accounting Assistant for processing.

*General services: (5)*

**Procedure 1.1:** Preparing the annual maintenance plan

- In coordination with the Administrative Assistant, responsible for coordinating, the design of the annual maintenance plan; conducting an analysis; making any necessary adjustments; ultimately approving the process, after which he/she includes the appropriate costs in the general budget.

**Procedure 1.2:** Implementing and monitoring the annual maintenance plan

- In coordination with the Administrative Assistant, responsible for supervising compliance with the annual maintenance plan; performing an analysis of the results achieved; and reviewing any corrective actions taken.

**Procedure 2.1:** Management of external security services



- In coordination with the Administrative Assistant, responsible for reviewing and approving all pertinent documentation to identify and contract external security services for the center.
- Coordinates the approval process for the request to contract external security services.
- Participates in the discussion of the report on the external security services provided and the use of disciplinary actions in the event of noncompliance.

#### *Information management and quality assurance (6)*

##### **Procedure 1.1:** Updating and monitoring the system for recording information

- Participates in a review of production goals and cost standards, and coordinates any required adjustments to the quality standards for the goods and services provided by each program.
- Coordinates the definition/updating of indicator formulas, data sources, sampling methods, frequency of data collection, and employees responsible for recording information on compliance with production goals and the cost and quality standards applicable to the goods and services provided by the center.
- Coordinates any necessary updating of the instruments for documenting, compiling, and consolidating information on the production goals and costs, as well as monitoring of compliance with quality standards.
- Periodically provides guidance and training to responsible personnel on the tools and procedures for recording and monitoring compliance with production goals, and with the cost and quality standards applicable to the goods and services provided by each program.
- Coordinates actions taken to verify the accuracy and quality of the recording of data by personnel responsible for each program; coordinates implementation of any corrective actions deemed to be necessary.

##### **Procedure 2.1:** Monitoring service production, costs, and quality

- Participates in the analysis and identification of gaps in compliance with the goals and cost and quality standards applicable to the goods and services provided by each program, and coordinates implementation of corrective actions

##### **Procedure 3.1:** Reporting

- Coordinates the process of reviewing and updating procedures for preparing and distributing reports on the production, costs, and quality of the goods and services of each program, including key stakeholders, objectives, key information to be provided, report formats, period covered, dates, communication channels, and reporting unit.
- Responsible for verifying, as necessary, any modifications made to reports prepared.

# Program Coordinator

## Job description: Program Coordinator

### Summary:

Responsible for the planning, organization, coordination, direction, monitoring, and proper operation of the programs or projects assigned to him/her. The Program Coordinator also ensures that project and program objectives, goals and results are achieved in a timely manner and according to conditions and quality agreed upon with collaborating agencies and/or donors. Responsible for submitting progress reports and reports on corrective actions taken. Coordinates, directs, and carries out activities and supervises his or her subordinates. Promotes and takes steps to ensure a workplace climate characterized by production, safety/security, respect, professional development, and good relationships, as well as for compliance with quality and biosafety standards in the work areas of the projects and/or programs for which he/she is responsible.

**Reports to:** Executive Director

**Coordinates internally with:** Administrator

**Coordinates externally with:** Collaborating agencies and organizations working with persons with disabilities

### Minimum requirements:

- Older than age 18

### Requirements:

- Professional in the area of psychology and/or the social sciences, preferably as related to the integrated development of persons with disabilities
- Knowledge of basic computer programs, the Internet and virtual social networking
- Minimum of two years' proven experience in managing programs and/or projects for persons with disabilities, or social programs or similar or related projects

### Desirable knowledge and skills:

- Knowledge of the directives, regulations, processes and instruments used by the rehabilitation center, particularly those related to the management and operation of the programs and projects implemented by the center
- Knowledge of the policies, standards, procedures and regulations of the programs carried out by not-for-profit organizations
- Experience in personnel management, administration and development
- Skills in planning, programming, monitoring, supervising and evaluating production activities, and in taking timely corrective action, as needed
- Knowledge and skills in designing and applying quality and biosafety standards applicable to the workplace
- Information technology skills (basic computer software)
- Good interpersonal relationships
- Ability to work as part of a team, for the production of results, under pressure and within time limitations

### Desirable traits:

- High level of responsibility and professional ethics

- Self-directed, proactive, and creative
- Honest, honorable, and respectful
- High level of confidentiality, discretion, and commitment
- Self-control
- Change agent and process facilitator

Systems and procedures in which the Program Coordinator participates:

#### I. PROGRAM MANAGEMENT SYSTEM:

**Procedure 1.1:** Approval of policies, programs, regulations and procedures

**Procedure 1.2:** Strategic planning

**Procedure 2.1:** Operational planning

**Procedure 3.1:** Work group organization, management, and coordination

**Procedure 4.1:** Resource mobilization

#### 2. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT SYSTEM:

**Procedure 1.1:** Recruitment of personnel

**Procedure 1.3:** Hiring of personnel

**Procedure 1.4:** Orientation of new personnel to their positions

**Procedure 2.1:** Monitoring attendance and punctuality

**Procedure 2.3:** Administration of vacation procedures

**Procedure 2.4:** Management of suspensions of personnel

**Procedure 4.1:** Evaluation of workplace climate

**Procedure 4.2:** Evaluation of employee performance

**Procedure 4.3:** Preparation of the personnel training plan

**Procedure 5.1:** Mapping workplace risks and strengthening biosafety standards

**Procedure 5.2:** Monitoring compliance with biosafety standards

#### 3. PROCUREMENT SYSTEM:

**Procedure 1.1:** Annual procurement plan

**Procedure 1.3:** Procurement programming

**Procedure 3.2:** Shipment of products, goods and supplies from the warehouse

**Procedure 4.1:** Planning and monitoring the appropriate use of commodities

#### 4. FINANCIAL MANAGEMENT SYSTEM:

**Procedure 1.1:** Drafting and approval of the income and expense budget

**Procedure 1.2:** Setting up the budget for a new grant agreement

**Procedure 1.3:** Monitoring budget use

**Procedure 1.4:** Managing modifications to budgets

**Procedure 2.1:** System design/updating

**Procedure 2.2:** Annual standardization of production costs

**Procedure 2.3:** Recording, organizing and monitoring production costs

**Procedure 3.3:** Review of financial reports

**Procedure 3.6:** Transfer of fixed assets

**Procedure 3.7:** Release from accountability for fixed assets

**Procedure 3.8:** Retirement of fixed assets

**Procedure 4.2:** Payment of contracted professional services

**Procedure 4.5:** Prepare checks and/or transfer funds to make payments

**Procedure 4.7:** Request for per diem advance

**Procedure 4.8:** Reconciliation of per diem

## 6. INFORMATION, MANAGEMENT AND QUALITY ASSURANCE SYSTEM:

**Procedure 1.1:** Updating and monitoring the system for recording information

**Procedure 2.1:** Monitoring service production, costs, and quality

**Procedure 3.1:** Reporting

## SPECIFIC RESPONSIBILITIES OF THE PROGRAM COORDINATOR IN KEY PROCESSES AND PROCEDURES::

*Program management: (1)*

**Procedure 1.1:** Approval of policies, programs, regulations, and procedures

- Supports the Office of the Executive Director and the Administrative Office in the periodic review and determination of the need to develop or update policies, programs, regulations, and procedures; defines guidelines and prepares those that fall within his/her area of responsibility.
- Collaborates in a review of the policies, programs, regulations, and procedures that have been approved to support the operations of the center, their submission to the Office of the Executive Director, and their subsequent dissemination.

**Procedure 1.2:** Strategic planning

- Participates in the preparation and/or updating of the institutional strategic plan and its final documentation.

**Procedure 2.1:** Operational planning

- Participate in the determination of annual program goals in accordance with the strategic plan and agreements with donors.
- Responsible for preparing the general income and expense budgets for the respective programs, based on approved goals, timeline, and tools; supports the consolidation of annual operational plans for submission to the Office of the Executive Director and/or donors that require and request them, as well as for their distribution to work groups.

**Procedure 3.1:** Work group organization, management, and coordination

- Responsible for identifying, creating, informing, and orienting groups with regard to their responsibilities, periods of service, and the goals to be achieved in accordance with the annual operational plans for their program.
- Plans and conducts reviews of performance, progress, identified obstacles, variances, and their causes, implements corrective actions for the proper conduct

of activities and compliance with goals, working jointly with the work groups for which they are responsible.

**Procedure 4.1:** Resource mobilization

- Prepares proposals, materials, and inputs to be used in seeking resources from a wide range of sources and provides support in establishing contact, submitting funding requests, and following up in accordance with established resource mobilization strategies.

*Human resource management and development: (2)*

**Procedure 1.1:** Recruitment of personnel

- Supports the review and updating of job descriptions and profiles for staff positions in their respective programs.

**Procedure 1.3:** Hiring of personnel

- Authorizes the hiring of candidates selected for their programs.

**Procedure 1.4:** Orientation of new personnel to their positions

- Reviews the orientation program and materials, and provides support in the selection and orientation of facilitators responsible for the staff orientation process.
- Participates in the implementation and evaluation of the orientation program in accordance with applicable regulations, and submits a report on the participants attending and results of the evaluation of the orientation.

**Procedure 2.1:** Monitoring attendance and punctuality

- Prepares and submits to the Administrative Office reports of unauthorized absences by supervisees.

**Procedure 2.3:** Administration of vacation procedures

- Provides support to the annual preparation, review, and consolidation of the vacation plan for supervisees.

**Procedure 2.4:** Management of suspensions of personnel

- Provides support to the selection of temporary replacements from the personnel database as needed, as well as for the approval of appointments of temporary personnel for their programs, as needed.

**Procedure 4.1:** Evaluation of workplace climate

- Participates in the preparation and approval of the schedule, guidelines, methodology, and tool for assessing workplace climate and in the orientation/ training for the process.
- Informs program staff of the objectives and methodology for the assessment, to encourage their cooperation.
- Participates in the implementation, organization, and analysis of results of the workplace climate assessment, and in proposing needed strategies for improvement.
- Discusses the results and recommendations of the assessment with supervisees and collaborates in the implementation and follow up of compliance with the agreed-upon improvement strategies.

**Procedure 4.2:** Evaluation of employee performance

- Collaborates in the review/updating and approval of the methodology, tools, and schedule for conducting annual employee performance evaluations.
- Participates actively in the evaluation process, in accordance with the approved schedule, methodology, and instruments; presents and discusses the results obtained with the executive group, and proposes strategies to improve the performance of personnel.
- Supports the implementation of and follow up on compliance with the strategies identified for improving the performance of supervisees.

**Procedure 4.3:** Preparation of the personnel training plan

- Collaborates in the identification of skills to be developed and the approach to be used, as well as in designing training modules and other educational programs, with their appropriate materials and tools.
- Collaborates in the identification and selection of personnel to be trained.
- Supports the supervision and evaluation of the training plan and the review and finalization of evaluation results.

**Procedure 5.1:** Mapping workplace risks and strengthening biosafety standards

- Collaborates in the review/updating of the methodology, tools, and program to use in performing/updating a mapping of workplace risks
- Directs the preparation/updating of the map of workplace risks and the analysis of results obtained, as well as proposals for biosafety strategies and standards in order to reduce the risk, along with any budget required.
- Responsible for disseminating results and strategies and for training their supervisees and any other center staff members, as required, in the standards to be implemented.

**Procedure 5.2:** Monitoring compliance with biosafety standards

- Responsible for reviewing, updating, and approving the tool and timeline for monitoring compliance with biosafety standards.
- Responsible for reviewing compliance with biosafety standards in accordance with the approved monitoring schedule and tool; analyzing the results and taking any corrective actions necessary in a timely manner; and submitting periodic reports on the monitoring of biosafety standards and corrective actions taken.

*Procurement: (3)*

**Procedure 1.1:** Annual procurement plan

- Analyzes, identifies, and submits needs for the procurement of products, goods, and supplies, and for contracting services, along with the necessary budget for each in accordance with the annual operational plans.

**Procedure 1.3:** Procurement programming

- Identifies and presents for approval periodic needs for procurement and contracting for services for their respective programs, in accordance with applicable regulations and the approved annual procurement plan.

**Procedure 3.2:** Shipment of products, goods, and supplies from the warehouse

- Issues a shipment notification for products, goods, and supplies, with signature indicating their receipt in satisfactory condition, and supervises the appropriate charge to inventory records.

**Procedure 4.1:** Planning and monitoring the appropriate use of commodities

- Submits and makes any adjustments requested; approves the verification criteria and tools to be used; participates in the submission of the report and proposed recommendations for improving the use and monitoring of the center's commodities.

*Financial management: (4)***Procedure 1.1:** Drafting and approval of the income and expense budget

- Participates in the preparation and/or updating of the standards, procedures, tools, and schedule of activities for drafting the budget for the coming year.
- Participates in the meeting organized to review: (a) reports on the closing of the books and final evaluation of the use of the budget from the preceding year, and (b) compliance with strategic and operational plans and goals for the preceding year, with adjustments to be made for the coming year, for the center's own funds and for funding provided by each donor, in accordance with signed agreements.
- Responsible for reviewing operational plans and modified goals and for updating production costs for the various goods and services provided by their respective programs.
- Prepares income and expense budget projections by service, in accordance with applicable regulations, obligations to donors, as well as procedures, production costs of goods and services, approved tool, and schedule for their respective programs and management areas.

**Procedure 1.2:** Setting up the budget for a new grant agreement.

- Follows up on and approves the establishment of new budgets for new grant agreements.
- Reviews the budget against the agreement, and if in order, provides consent; in the event of anomalies, reports them so that they may be corrected.

**Procedure 1.3:** Monitoring use of the budget

- Reviews goals, results, and indicators established with donors to monitor compliance with the operational plans and budget funded by each donor.
- If the results are not consistent with what was programmed or with the budget, responsible for conducting an analysis and identifying underlying causes so that corrective action may be taken.

**Procedure 1.4:** Managing modifications to budgets

- Identifies, analyzes, and determines the need to make budget modifications.
- Prepares and submits a request for a budget modification to the Administrative Office.

**Procedure 2.1:** System design/updating

- Participates in and supports the inventorying of products (goods and services) for their respective programs.
- Supports the development and/or updating of the cost structure and instruments to be used in recording and monitoring direct and indirect costs for each of the center's products.
- Reviews protocols and procedures for the production of each product inventoried, and identifies inputs/variables for the direct and indirect costs

required for their production.

- Participates in testing the cost structure, and the associated recording and monitoring tools, with variables and accounting codes for direct and indirect costs, broken down by product, for their respective programs.
- Participates in the meeting to discuss the cost structure, with variables, accounting codes for direct and indirect costs, and tools used for recording, consolidating, and monitoring, by product and by project/program.

**Procedure 2.2:** Annual standardization of production costs

- Participates in and provides support to the process of standardizing the updated production costs for the year.

**Procedure 2.3:** Recording, organizing and monitoring production costs

- Reviews the costs by product with variances identified vis-à-vis approved standard costs and proposes any necessary action.

**Procedure 3.3:** Review of financial reports

- Participates in the discussion and analysis of financial results and findings from the analysis and implementation of corrective actions.

**Procedure 3.6:** Transfer of fixed assets

- Reviews the request for the transfer of fixed assets and authorizes the transfer.
- Forwards the request for the transfer of fixed assets containing information on the assets transferred and specifying to whom they are assigned and who is released from responsibility.

**Procedure 3.7:** Release from accountability for fixed assets

- Upon approval of a request for a staff transfer, dismissal, or retirement, reviews the asset accountability form describing the fixed assets assigned to the individual in question.
- Forwards the notification of staff transfer, dismissal, or retirement, along with the asset accountability form to the employee in question.
- Verifies the physical and operating conditions of the fixed assets assigned to the employee scheduled for transfer, dismissal, or retirement, and obtains the employee's signed consent.
- Records the current conditions of the fixed assets assigned to the concerned employee on the asset accountability form and forwards it to Accounting.

**Procedure 3.8:** Retirement of fixed assets

- Forwards a list of the fixed assets that he/she is proposing be retired, with an indication of his/her reasons for the request.

**Procedure 4.2:** Payment for contracted professional services

- Provides support in verifying the products delivered under professional services contracts, in order to process the appropriate payment.
- If deliverables are not satisfactory, informs the contracted professional of actions that need to be taken to obtain approval.

**Procedure 4.5:** Prepare checks and/or transfer funds to make payments

- Signs the copy of the invoice and forwards it to Accounting, acknowledging satisfactory receipt of the product or service.



**Procedure 4.7:** Request for a per diem advance

- Reviews and analyzes the per diem advance request for approval. If not approved, asks that changes be made so that the request can be approved. If approved, requests that Accounting advance funds to cover the per diem.

**Procedure 4.8:** Reconciliation of per diems

- Reviews the request for approval to reconcile per diems. If not approved, requests that necessary changes be made so that the request can be approved.
- Approves and signs the request indicating authorization and forwards it to Accounting for processing.

*Information management and quality assurance system: (6)***Procedure 1.1:** Updating and monitoring the system for recording information

- Participates in the review of production goals and cost standards and coordinates any adjustments required in terms of the quality of the goods and services provided by each program.
- Participates in and provides support to updating indicator formulas, data sources, sampling methods, frequency of data collection, and individuals responsible for recording information, in compliance with the goals, costs, and quality standards of the goods and services provided by the center.
- Participates in updating, as necessary, tools for documenting, compiling, and consolidating information on production goals and costs, as well as in monitoring compliance with quality standards.
- Participates in the training on the tools and procedures used for recording and monitoring compliance with production goals, costs, and quality standards of the goods and services provided by each program
- Provides periodic and random verification of the timeliness, accuracy and quality of data recorded by the personnel responsible for each program.

**Procedure 2.1:** Monitoring service production, costs and quality

- Provides support in conducting random on site audits to verify compliance with quality standards in the production of the goods and services of each program.
- Participates in compiling and organizing information on the production of goods and services and on inputs used, as well as in performing audits focusing on compliance with quality standards.
- Participates in meetings held to present, analyze, and identify gaps in compliance with goals and with cost and quality standards applicable to the goods and services provided by each program, and in taking corrective action

**Procedure 3.1:** Reporting

- Conducts periodic review of and, if necessary, updates the plan for preparing and distributing reports on the production, costs, and quality of the goods and services of each program, including: key stakeholders, objectives, key information to be provided, report formats, period covered, dates, communication channels, and reporting unit.
- Prepares reports in the approved format and in accordance with the approved reporting schedule

# Administrative Assistant

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## Job description: Administrative Assistant

### Summary:

The Administrative Assistant is responsible for backstopping the administrative management of the rehabilitation center. He/she provides timely and efficient support to the Administrator in processes related to procurement and general services, in accordance with established policies, regulations, processes, and procedures.

**Reports to:** Administrator of the rehabilitation center

**Coordinates internally with:** Program Coordinators, Accounting Assistant, Drivers, Legal Advisor and Executive Director

**Coordinates externally with:** Suppliers

### Minimum requirements:

- Older than age 18

### Requirements:

- Technician in business administration, human resources or similar field
- Preferably with undergraduate coursework in the field of administrative management
- Knowledge of basic computer programs, the Internet and virtual social networking
- At least two years' proven experience working as an administrative assistant in similar projects

### Desirable knowledge and skills:

- Knowledge of the directives, regulations, processes and instruments of the rehabilitation center, particularly those related to processes involving procurement and administration of general support services
- Experience working with procurement and general support services systems
- Experience with systems for supervising work groups and providers
- Experience with the implementation of processes involving procurement and personnel administration
- Skilled in systemic thinking and focusing on priority matters
- Ability to work under pressure to obtain results
- Skilled in strategically planning, directing and monitoring administrative management activities
- Fully skilled in the areas of communication, interpersonal relationships and credibility
- Good interpersonal relationships and ability to negotiate with providers
- Excellent ability to work as part of a group

### Desirable traits:

- Results-oriented
- Ability to work as part of the group, with a focus on quality and excellence
- Creative, proactive, self-directed and a change agent
- High level of responsibility, honesty and transparency
- High sense of confidentiality, professional ethics and service to society
- Respect and integrity

## Job Profile: Administrative Assistant

Systems and procedures in which the Administrative Assistant participates:

### 3. PROCUREMENT SYSTEM:

- Procedure 2.3:** Supervision and receipt of contracted services
- Procedure 3.1:** Receipt of products, goods, and supplies
- Procedure 3.2:** Shipment of products, goods and supplies from the warehouse
- Procedure 3.3:** Managing returns
- Procedure 4.1:** Planning and monitoring the appropriate use of commodities

### 5. GENERAL SERVICES SYSTEM:

- Procedure 1.1:** Preparing the annual maintenance plan
- Procedure 1.2:** Implementation and monitoring of the annual maintenance plan
- Procedure 2.1:** Management of external security services
- Procedure 3.1:** Requisition and assignment of vehicles
- Procedure 3.2:** Management of the fleet of vehicles

### SPECIFIC RESPONSIBILITIES OF THE ADMINISTRATIVE ASSISTANT IN KEY PROCESSES AND PROCEDURES:

*Procurement system: (3)*

- Procedure 2.3:** Supervision and receipt of contracted services
  - Responsible for reviewing requests issued for the contracting of services for the center and for supervising the results and compliance with the services contracted, in accordance with applicable regulations.
  - Responsible for the follow up of services contracted in the event of supplier noncompliance with contract provisions; in coordination with the Administrator, establishes deadlines for taking appropriate remedial action, in accordance with the purchase order for contracted services.
  - Submits supervisory reports and reports of actions taken in the event of noncompliance with the conditions in the purchase order for contracted services, and informs the Administrator for decision-making purposes.
  - If all conditions contained in the supplier's service contract have been met, sends a notification of acceptance to the supplier so that payment may be made.
- Procedure 3.1:** Receipt of products, goods, and supplies
  - When receiving products, goods, and supplies, responsible for verifying data on all notifications of remittance and purchase orders, and assuring the condition/quality of products, in accordance with applicable regulations.
  - Responsible for sending notifications of receipt to suppliers, for entering items into inventory, and arranging storage, in accordance with established regulations.
- Procedure 3.2:** Shipment of products, goods, and supplies from the warehouse

- Responsible for receiving requests for products, goods, and supplies and for verifying minimum stock levels in the stockroom.
- Verifies stock on hand and coordinates the shipment of products, goods, and supplies.
- Issues a shipment notification for products, goods, and supplies and forwards it to the Program Coordinators for signature indicating receipt and keeps a record of changes to inventory.

**Procedure 3.3:** Managing returns

- Responsible for all actions involving returns of products, goods, and supplies to suppliers; periodically checks the system for lots and products, goods, or supplies that have deteriorated/expired or otherwise need to be returned, in accordance with applicable regulations.
- Readies products, goods, or supplies for their return to suppliers, together with appropriate justification.
- Responsible for updating and recording the removal of products, goods, and supplies from the inventory system.
- Coordinates returns to suppliers or other designated sites, in accordance with applicable regulations.

**Procedure 4.1:** Planning and monitoring the appropriate use of commodities

- In coordination with the Administrator, defines and updates criteria and the tool for verifying the appropriate use of the center's commodities.
- Responsible for making changes to the verification criteria and the tool to be used to ensure the effective use of commodities, as needed.
- In a random, periodic manner and at unannounced times, responsible for applying the criteria and the appropriate tool for monitoring the use of commodities in the center's areas and programs.
- Responsible for preparing a set of on recommendations based on the findings, as well as a report on the use of commodities.
- Submits the report and proposed recommendations.

*General services system: (5)*

**Procedure 1.1:** Preparing the annual maintenance plan

- Responsible for preparing an assessment of the conditions of physical assets in use, in accordance with measurement standards and indicators.
- Responsible for identifying maintenance needs and priorities, based on the assessment conducted.
- Responsible for the consolidation and preparation of annual maintenance plans, with the respective budget and implementation schedule.
- Responsible for participating in meetings focusing on the analysis, adjustments to be made, and approval of annual maintenance plans and the inclusion of the costs in the center's budget, in coordination with the center's Administrator.

**Procedure 1.2:** Implementing and monitoring the annual maintenance plan

- Responsible for taking the steps necessary to contract any external services required, and for ensuring compliance with the maintenance plan.
- Prepares the schedule for supervising compliance with the maintenance plan and takes steps to ensure that it is properly implemented.
- Supervision of compliance with the maintenance plan, analysis of results, and implementation of corrective actions, as well as the dissemination of results and findings so that any necessary improvements can be made.

**Procedure 2.1:** Management of external security services

- Responsible for the preparation of scopes of work based on production, cost and quality indicators for external security services.
- Identification of external suppliers based on established criteria.
- Review and approval of the request to contract external security services, in coordination with the center's Administrator. Responsible for the supervision of external security services and for taking corrective action, as necessary, based on the scopes of work and the signed service contract.
- Preparation and discussion of the report on results obtained and any disciplinary actions made in the event of noncompliance, in coordination with the center's Administrator.

**Procedure 3.1:** Requisition and assignment of vehicles

- Responsible for the monthly preparation of schedules for vehicle use, by area.
- Responsible for preparing requests for vehicles, in accordance with the schedules.
- Responsible for reserving and assigning vehicles and for assigning drivers.
- Periodic review of vehicle maintenance and vehicle conditions, in coordination with the Administrator.

**Procedure 3.2:** Management of the fleet of vehicles

- Responsible for conducting a weekly review of the vehicle schedules and for notifying drivers.
- Responsible for taking steps to ensure proper vehicle operating conditions and, in the event of problems, for notifying and preparing appropriate documentation and requesting approval of expenditures, as needed.
- Provides the service requested and prepares a report using the approved monitoring instrument.

# Accounting Assistant

## Job description: Accounting Assistant

### Summary:

The Accounting Assistant is responsible for: providing support to the rehabilitation center's administrative and financial management areas; paying all obligations and maintaining records of supporting documentation in accordance with established policy, regulations, processes, and procedures; preparing reports for management units and donors; and taking any corrective actions and/or making improvements required, and in a timely and transparent manner.

**Reports to:** Administrator of the rehabilitation center

**Coordinates internally with:** Program Coordinators, Administrative Assistant, and Executive Director

**Coordinates externally with:** Donors and other organizations related to rehabilitation centers

### Minimum requirements:

- Older than age 18

### Requirements:

- Accounting and Finance Technician certificate or similar
- Preferably has undergraduate studies in the areas of financial management, auditing, or public accounting
- Knowledge of basic computer programs, the Internet, and virtual social networking
- At least two year's of proven experience providing financial assistance for similar projects

### Desirable knowledge and skills:

- Knowledge of the rehabilitation center's directives, regulations, processes, and instruments, especially those involving financial and administrative management of both institutional funds and grant funds
- Knowledge of the dynamics of institutional operation, particularly in regard to the financial management system
- Knowledge of the country's administrative and financial management policies, standards, procedures, and regulations, as well as those applicable to not-for-profit organizations
- Experience managing accounting and administrative systems for authorized grants
- Knowledge of national tax regulations
- Experience with internal control systems (accounting and financial)
- Experience carrying out processes involving the purchase of goods and the contracting of services, as well as with personnel administration
- Ability to think systemically and to focus on priority matters
- Ability to work under pressure to obtain results
- Ability to strategically plan, direct, and monitor financial management activities
- Objectivity and evidence-based analytical capability
- Excellent communication and interpersonal skills, and credibility
- Excellent ability to work as part of a group

### Desired attitudes:

- Results oriented
- Ability to work as part of a group, with a focus on quality and excellence
- Creative, proactive, self-directed, and a generator of change
- High level of responsibility, honesty, and transparency
- Strong commitment to confidentiality, professional ethics, and service to society
- Respect and integrity

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Systems and procedures in which he/she participates:

## 2. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT SYSTEM:

- Procedure 2.3:** Administration of vacation procedures
- Procedure 2.6:** Resignation/retirement/dismissal, and payment of employee benefits
- Procedure 3.1:** Payroll administration
- Procedure 4.2:** Evaluation of employee performance

## 3. PROCUREMENT SYSTEM:

- Procedure 1.2:** Supplier registration and updating
- Procedure 2.1:** Direct purchase of products, goods, and supplies, and contracting of services

## 4. FINANCIAL MANAGEMENT SYSTEM:

- Procedure 1.2:** Setting up the budget for a new grant agreement
- Procedure 1.3:** Monitoring budget use
- Procedure 2.2:** Annual standardization of production costs
- Procedure 2.3:** Recording, organizing and monitoring production costs
- Procedure 3.1:** Recording of financial information
- Procedure 3.2:** Preparation of financial reports on results
- Procedure 3.4:** Additions to fixed assets
- Procedure 3.5:** Inventory of fixed assets
- Procedure 3.6:** Transfer of fixed assets
- Procedure 3.7:** Release from of accountability for fixed assets
- Procedure 3.8:** Retirement of fixed assets
- Procedure 4.1:** Payment of taxes and employee benefits
- Procedure 4.2:** Payment of contracted professional services
- Procedure 4.3:** Opening bank accounts
- Procedure 4.4:** Preparation of the monthly schedule of payments
- Procedure 4.5:** Prepare checks and/or transfer funds to make payments
- Procedure 4.6:** Voiding checks
- Procedure 4.7:** Request for a per diem advancet
- Procedure 4.8:** Reconciliation of per diem
- Procedure 4.9:** Creation of a petty cash fund

**Procedure 4.11:** Monitoring and replenishment of petty cash

**Procedure 4.12:** Increase the amount in the petty cash fund

## 6. INFORMATION MANAGEMENT AND QUALITY ASSURANCE:

**Procedure 2.1:** Monitoring service production, costs, and quality

**Procedure 3.1:** Reporting

## SPECIFIC RESPONSIBILITIES OF THE ACCOUNTING ASSISTANT IN KEY PROCESSES AND PROCEDURES:

*Human resource management and development: (2)*

**Procedure 2.3:** Administration of vacation procedures

- Provides support for the implementation of this procedure by reviewing the vacation plan and scheduling payments to all personnel affected.
- Makes vacation payments to personnel; maintains the appropriate register; and sends notifications to immediate supervisors and other interested parties.

**Procedure 2.6:** Resignation/retirement/dismissal, and payment of employee benefits

- Supports the center's Administrator in implementing the process for personnel who are resigning/retiring/dismissed and paying employee benefits in accordance with the employment contract. Responsible for conducting a review to identify any employee obligations so that the appropriate adjustments may be made in accordance with applicable regulations and national legislation.
- Calculates all benefits payable in accordance with applicable regulations, and makes any appropriate deductions to cover amounts for any shortages or other amounts owed, after which he/she issues the appropriate notification of discharge and forwards it for approval.
- Responsible for making and recording payments of employee benefits, in accordance with established regulations, to all personnel leaving the center.

**Procedure 3.1:** Payroll administration

- In coordination with the center's Administrator, supports payroll administration and personnel salaries, with responsibility for recording and consolidating reports of days and hours worked, subject to prior authorization by the Area Chief or Program Coordinator.
- Prepares and finalizes a summary chart of time worked, in accordance with applicable regulations, for each staff member, for the purposes of processing information and calculating salary payments.
- Prepares a report of time/hours worked, deductions, pay slips, and payroll, in coordination with and subject to the approval of the center's Administrator.
- Prepares and submits reports on taxes and employer contributions to appropriate agencies, in accordance with national legislation.
- Makes payments to personnel, who must sign the pay slips, and files the documentation in accordance with the center's procedures.

**Procedure 4.2:** Evaluation of employee performance



- In coordination with the center's Administrator and the Administrative Assistant, supports the preparation of logistical arrangements for the evaluation of employee performance for all personnel working in the rehabilitation center.

*Procurement: (3)*

**Procedure 1.2:** Supplier registration and updating

- Responsible for the preparation of the annual census of suppliers available in the local market, in accordance with applicable procedures.
- Responsible for contacting and requesting required information for the selection of suppliers, and for maintaining an appropriate file on each supplier.

**Procedure 2.1:** Direct purchase of products, goods and supplies, and contracting of services

- Supports the center's Administrator in determining whether the procurement of products and/or commodities is allowable, based on applicable regulations and programmed funds, the procurement plan, and the availability of budgeted funds. Also responsible for following up on planned purchases and/or procurements.

*Financial management: (4)*

**Procedure 1.2:** Setting up the budget for a new grant agreement

- In coordination with Program Coordinators, supports the opening of a bank account for a new agreement; enters the budget into the system; and notifies the concerned Program Coordinator to obtain his/her approval.
- In accordance with the budget, and in coordination with the Administrator, processes advances of funds and records the transaction in the budget system; informs the Program Coordinator so that the budget may begin to be used.

**Procedure 1.3:** Monitoring budget use

- Responsible for gathering information in accordance with procedures, including the frequency of data collection and data collection tools, for the work plans and budgets of each project or program to facilitate proper use of the budget.
- Organizes and reviews information on the use of funds budgeted by each project or program.
- If the results are inconsistent with the budget, in coordination with the Administrator and Program Coordinators, participates in a meeting to review the causes, and identifies and takes corrective actions.

**Procedure 2.2:** Annual standardization of production costs

- In coordination with the center's Administrator, reviews and updates the prices of inputs included in the direct and indirect costs of producing the goods and services in the center's programs, for the purpose of the annual standardization of production costs.

**Procedure 2.3:** Recording, organizing, and monitoring production costs

- Responsible for compiling records on the daily production costs for each of the center's projects or programs and/or for the center itself.
- Computes the average costs per product for each of the center's projects/programs and/or for the center itself using the tool approved for this purpose.
- Reviews the costs per product and identifies variances, if any, from approved

standard costs; prepares and forwards a report on findings to the center's Administrator.

**Procedure 3.1:** Recording of financial information

- Responsible for recording all of the center's financial transactions, including commitments for the purchase of goods or services, whether accrued or paid, in accordance with the monthly schedule of payments, or payments made on an emergency basis.
- Conducts a review to verify that the requisite and legitimate supporting documents exist for all budget, net worth, and financial transactions. If documents are not in order or are incomplete, rectifies or corrects them, as required. Once the documentation is in order and complete, records the transactions in the appropriate module of the system.
- Files all documents supporting all budget, net worth, and financial transactions.

**Procedure 3.2:** Preparation of financial reports

- Conducts a monthly review of all financial transactions recorded in the system during the month and prepares preliminary financial reports.
- Reviews and compares all financial transactions against supporting documents for the center. In the event that electronic reports do not match the physical reports, reviews and identifies variances and makes corrections. Once all documents and financial transactions are consistent and match with the financial reports, issues a final report.
- Forwards reports to the Administrator for review, approval, and recommendations regarding findings.

**Procedure 3.4:** Additions to fixed assets

- Responsible for preparing a preliminary record of the requested assets, pending payment to the appropriate supplier.
- Makes payment to the supplier, in accordance with prior approval and applicable regulations.
- Requests information from the appropriate area or program on the individual to be responsible for the asset to be procured, so that it can be included on his/her asset accountability form.
- Records the asset in the asset module and assigns the appropriate accounting code to it.
- Prepares an identification tag showing the code for the fixed asset acquired.
- Prepares a notification of the addition to assets, in original and duplicate, and requests the signature from the employee responsible for the asset, to indicate his/her acceptance.
- Receives and files the original signed notification of the addition to assets from the responsible employee and affixes the identification tag to the asset.

**Procedure 3.5:** Inventory of fixed assets

- Responsible for preparing the semiannual schedule for conducting physical inventories of the center's areas and programs, and forwards it to the Administrator for approval.
- In accordance with the schedule, establishes and determines the dates on which physical inventories are to be conducted in each area.

- Prints out or otherwise prepares the list of fixed assets for the area or program where the inventory will be conducted.
- Conducts the physical inventory of assets and compares it to the printed list.
- Compares the information on the physical inventory as it appears in the system with the actual physical inventory. Reviews and analyzes any differences detected so that a recount, adjustments, and rectification may be made.
- Prepares a report on the findings of the inventory, and files it for reference purposes.
- Supports the Administrator and the Executive Director in making decisions in the event of any shortages or inconsistencies.

**Procedure 3.6:** Transfer of fixed assets

- Receives the notification on assets transferred.
- Updates system records and the asset accountability form, recording the newly assigned employee who is responsible for the transferred assets.
- Files the notification of the transfer of fixed assets for reference purposes and notifies the employee now responsible for the transferred asset.

**Procedure 3.7:** Releases from accountability for fixed assets

- Responsible for receiving asset accountability forms describing the physical inventory conducted of the fixed assets assigned to a specific employee. In the event of missing items, determines the amount involved and issues a collection notice so that the appropriate amount may be deducted from the employee's salary or benefits. If no missing items are detected, delivers a release from accountability to the employee with a copy for the appropriate record.
- Responsible for updating records and asset accountability forms, temporarily assigning the assets to the individual responsible for the area if no employee has been designated to assume responsibility for them.
- Files all documentation pertaining to the asset accountability forms for all of the center's employees.

**Procedure 3.8:** Retirement of fixed assets

- Verifies the record for the asset whose retirement has been requested, in accordance with the employee accountable for that item. Prints out detailed information on the asset and attaches it to the file.
- In coordination with the Internal Auditor, and if the asset was procured with grant funds, proceeds as stipulated in the appropriate grant agreement. In cases involving the center's own fixed assets, requests a joint review by a representative of the Internal Auditor and a specialist in the assets to be retired, if any, to verify the physical condition of the asset.
- Verifies the physical condition of the fixed assets; in coordination with the Internal Auditor, determines whether the retirement is appropriate; and prepares the appropriate official determination. If retirement is not appropriate, sends a copy of determination to the requester, with the approval of the Area Chief or Program Coordinator. Fixed assets determined to be in poor condition and no longer serviceable are thrown out, and the appropriate exit permit is issued, with the approval of the Area Chief or Program Coordinator.

- In the case of assets that are no longer of use to the center but are still in good condition and have been procured with the center's own funds, the Accounting Assistant offers the asset for sale to anyone interested, with the approval of the Office of the Executive Director.
- With a copy of the official determination and approved exit permit, the Accounting Assistant records retirement of the asset in the system, along with the release from accountability for the employee responsible for the asset.
- Sends the employee previously responsible for the fixed asset the appropriate release of accountability.

**Procedure 4.1:** Payment of taxes and employee benefits

- Responsible for the monthly review of taxes and employee benefits; includes them in the monthly payment schedule, and records them in the accounting system.
- In coordination with the Administrator and subject to his/her approval, requests the preparation of checks or bank transfers, by financial institution; attaches the collection notice, as applicable, and forwards it for authorization.
- Makes all transfers or remits checks in payment of taxes and/or employee benefits, subject to approval by the Administrator.
- Receives and files canceled payment vouchers, duly signed if paid by check or notification of the transfer of funds; records them in the accounting system, and files the documentation.

**Procedure 4.2:** Payment of contracted professional services

- Responsible for including obligations for the payment of contracted services in the monthly schedule of payments and forwarding it for authorization.
- Receives the approved schedule of payments; reviews and records payments to be made for contracted professional services.
- Prepares requests for checks and/or bank transfers, by financial institution and project or program; attaches payment vouchers and forwards them for authorization.
- Transfers the funds or delivers the check to contracted personnel in payment for services provided, on the dates stipulated in the schedule of payments.
- Receives and files vouchers of payment made, duly signed if made by check, or notification of the transfer made, and signed for by the recipient; records in the system and files documentation.

**Procedure 4.3:** Opening bank accounts

- Requests the opening of bank accounts, as needed.
- Following approval, responsible for requesting forms for opening the account at the bank selected.
- In coordination with the Administrator and the Executive Director, completes the application, along with the signature cards; circulates the cards to the authorized signatories on the bank account.
- Receives documents to open the bank account, along with the signature cards; records the number of the bank account for reference purposes.
- Returns the documentation and signed signature cards to the bank and follows up so that the account may begin to be used.

- Responsible for notifying the center's authorities and other interested parties, as appropriate.

**Procedure 4.4:** Preparation of the monthly schedule of payments

- Responsible for conducting a monthly review of payment obligations in the accounting system: (a) due dates for the payment of invoices for purchases made or general services contracted, (b) direct purchases, (c) payment to temporary and permanent personnel, (d) payment of contracted professional services, (e) payment of taxes and employee benefits, and (f) replenishment of petty cash funds.
- Reviews projected income from the center's own services (if any) and donor-funded services, and records them in the system.
- Issues a monthly report on payments made by check and bank transfer, and the projected monthly income, by financial institution, including the cash flow.
- Receives approval for the schedule of payments, income, and cash flow, by financial institution, and reserves funds to ensure the fulfillment of payment obligations.

**Procedure 4.5:** Prepare checks and/or transfer funds to make payments.

- Responsible for verifying and signing invoices indicating the receipt of products or services after comparison with the signed invoice submitted by the supplier; records receipt of the product or service in the system.
- Records the invoice in the accounting system and issues authorization for payment to the supplier by check or transfer of funds.
- Reviews the schedule of payment obligations biweekly and by due dates; prepares checks and/or reuquests for bank transfers by financial institution, as appropriate.
- Attaches executed payment requests to the requests for the appropriate fund transfers and/or checks and forwards them for signature. In the case of a transfer, makes the request and informs the provider that request has been made, so that the provider can verify receipt of funds. In the case of a check, reviews and requests authorization and delivers the check to the supplier.
- Supplier delivers collection receipt detailing the amount owed or services provided. If the supplier does not have a receipt, the invoice should be stamped "Paid," along with identifying details for the check received.
- Files invoices in the specific file for each project or program.

**Procedure 4.6:** Voiding checks

- Receives checks voided for a variety of reasons.
- Stamps check "Void."
- Voids check and attaches appropriate documentation.
- Lists checks voided during the month, along with appropriate documentation; files in the appropriate folder of the particular project or program/donor agency.

**Procedure 4.7:** Request for a per diem advance

- Responsible for processing requests for advances of funds to cover the per diem of personnel; prepares the request for a transfer of funds or a check as an advance to cover per diem, identifying the program, project, and cost center to be charged.

- Forwards for signature, attaching the approved request for an advance of funds to cover per diem and the detailed information on the program, project, and cost center to be charged.
- Records the advance in the accounting system; notifies and delivers the funds to the requester.

**Procedure 4.8:** Reconciliation of per diem

- Responsible for reviewing the reconciliation of per diem of center employees. If the reconciliations are incomplete or otherwise not in order, indicates corrections to be made before the liquidation can be completed so that it will match with the amount recorded in the accounting system.
- If refunds of unspent per diem funds advanced to an employee are due, collects the amount due and attaches the receipt to the reconciliation file. If a refund is due to the employee, pays the balance due, issues a receipt for signature by the employee, and attaches the signed receipt to the per diem reconciliation file.
- Responsible for recording in the accounting system and filing the documentation for all per diem reconciliation for the center's personnel.

**Procedure 4.9:** Creation of a petty cash fund

- Responsible for preparing checks to create a petty cash fund and forwarding them to obtain the appropriate signature.
- Receives the check to open a petty cash fund and cashes the check. Sets up the petty cash fund and makes it available for use.

**Procedure 4.11:** Monitoring and replenishment of petty cash

- Responsible for making any corrections required in replenishing a petty cash fund; prepares a check based on the reconciliation of the petty cash fund.
- Forwards the approved reconciliation and fund replenishment check for authorization and signature.
- Responsible for recording the expenditure, cashing the check, and making appropriate replenishment to the petty cash fund.
- Files the approved request form with "Petty Cash Reconciliation" vouchers and expense receipts, duly marked "Paid."

**Procedure 4.12:** Increase the amount in the petty cash fund

- Responsible for preparing a check to increase the amount in the petty cash fund, in accordance with the new amount authorized.
- Forwards the check for authorization and signature. Once approved and signed, cashes the check and adjusts the amount available in the petty cash fund.
- Files the approved request, with the duly authorized request file.

*Information management and quality assurance: (6)*

**Procedure 2.1:** Monitoring service production, costs, and quality

- Supports Program Coordinators in compiling, reviewing, summarizing, and organizing information on the production of goods and services and inputs used, as well as audits of compliance with quality standards.
- Responsible for consolidating, processing, and establishing the average costs and compliance with monthly production goals and quality standards for the goods

and services provided by each program.

- Organizes the results and information obtained from the integrated dashboards for each program.
- Participates in the meeting for the presentation and analysis of gaps in compliance with the goals, costs, and quality standards of the goods and services provided by each program, and the corrective actions recommended.

**Procedure 3.1:** Reporting

- Participates in the periodic review and updating of the schedule for preparing and distributing reports on the production, costs, and quality of the goods and services of each program, including: key stakeholders, objectives, key information to be provided, report formats, period covered, dates, communication channels, and reporting units, in coordination with the Administrator and Program Coordinators.
- Provides support in preparing reports in the appropriate format and in accordance with the approved reporting schedule.
- Responsible for the distribution of approved reports, on the date, using the appropriate communication channel, and at the place established for each key stakeholder, in accordance with the established schedule.

# Internal Auditor

## Job description: Internal Auditor

### Nature of the position:

Responsible for implementing the various processes of internal auditing, as necessary. Provides technical assistance and support in carrying out financial management processes, especially support related to financial accounting recording and analysis, management of fixed assets and insurable goods, retirement of fixed assets, and collaboration with external audit firms.

**Reports to:** Administrator of the rehabilitation center

**Coordinates internally with:** Program Coordinators, Administrative Assistant, Accounting Assistant, and Executive Director

**Coordinates externally with:** External audit firms, as required

### Minimum requirements:

- Older than age 18

### Requirements:

- Professional in the area of finance or with specialization in conducting administrative management audits
- Knowledge of basic computer programs, the Internet, and virtual social networking
- At least two years of proven experience in the area of auditing for similar projects

### Desirable knowledge and skills:

- Knowledge of the directives, regulations, processes, and instruments of the rehabilitation center, particularly those related to the organization's financial and administrative management and management of grant funds
- Knowledge of the dynamic of institutional operations, particularly in regard to the financial management system
- Knowledge of the national administrative and financial management policies, standards, procedures, and regulations, as well as those in use for not-for-profit organizations
- Experience dealing with accounting, administrative, and auditing systems
- Knowledge of national tax regulations
- Ability to plan, schedule, monitor, supervise, and evaluate audit activities
- Knowledge of and ability to design and apply internal control structures and mechanisms in the areas of administrative and financial management
- Proficiency in the use of information technology (basic computer software)
- High capacity for document, electronic, and physical inquiry, investigation, and analysis
- Knowledge of computerized financial accounting software packages
- Good interpersonal relationships
- Ability to work under pressure and within time limitations

### Desirable traits:

- High level of responsibility and professional ethics
- Self-directed, proactive, and creative



- Honest, honorable, and respectful
- High level of confidentiality, discretion, and commitment
- Professional skepticism
- Self-control
- Receptive to change and a process facilitator

Systems and procedures in which the Internal Auditor participates:

#### 4. FINANCIAL MANAGEMENT SYSTEM:

**Procedure 3.8:** Retirement of fixed assets

#### SPECIFIC RESPONSIBILITIES OF THE INTERNAL AUDITOR IN KEY PROCESSES AND PROCEDURES::

*Financial management: (4)*

**Procedure 3.8:** Retirement of fixed assets

- Responsible for supporting this are of the center's financial management system, and specifically the Accounting Assistant, with activities related to the retirement of fixed assets.
- Supports the joint review of the condition of the assets to be retired, prior to recording them, and following the corroboration of their physical condition.
- Reviews and corroborates the physical condition of the fixed assets in question, and determines whether they should be retired.
- Responsible for preparing the corresponding official records of proceedings, to form the basis for recording the retirement of an asset. If it is determined that the asset should not be retired, sends a copy of the record of proceedings to the requester, along with the approval of the Area Chief or Program Coordinator.
- Fixed assets determined to be in poor condition and no longer serviceable are disposed of; provides support to the Accounting Assistant in preparing the appropriate exit permits, with the approval of the Area Chief or Program Coordinator.

# Legal Advisor

## Job description: Legal Advisor

### Summary:

Provides legal counsel; prepares legal opinions and analytical reports on the conditions, implications, and benefits to the center of potential bequests and donations and on agreements to be signed with collaborating agencies or donors; supports the Board of Directors and the Office of the Executive Director in making the best decisions possible and foreseeing legal risks that such decisions might entail, and any other matters referred to him/her.

**Reports to:** Executive Director and Board of Directors

**Coordinates internally with:** Administrator, Auditor, and Program Coordinators

**Coordinates externally with:** Collaborating agencies and organizations working with persons with disabilities

### Minimum requirements:

- Older than age 18

### Requirements:

- Law degree
- At least two years of proven experience providing legal counsel and assistance to private sector health organizations or social sector organizations implementing projects with cooperating agencies

### Desirable knowledge and skills:

- Knowledge of the directives, regulations, processes and instruments of the rehabilitation center, particularly those involving the center's financial and administrative management and management of grant funds
- Knowledge of the country's legal and judicial framework and tax regulations
- Ability to analyze and prepare opinions of a legal/judicial nature on matters involving operations, management, grants and inter-institutional cooperation agreements
- Proficiency in the use of information technology (basic computer software)
- Excellent ability in the area of documentary, electronic and physical analysis
- Good interpersonal relationships
- Ability to work under pressure to achieve results

### Desirable traits:

- High level of responsibility and professional ethics
- Analytical, diligent, inquisitive
- Self-directed, proactive and creative
- Honest, honorable and respectful
- High level of confidentiality, discretion and commitment

Systems and procedures in which the Legal Advisor participates:

### I. PROGRAM MANAGEMENT SYSTEM:

**Procedure 4.2:** Approval of bequests and donations

**Procedure 4.3:** Approval of agreements**SPECIFIC RESPONSIBILITIES OF THE LEGAL ADVISOR IN KEY PROCESSES AND PROCEDURES:***Program management: (1)***Procedure 4.2:** Approval of bequests and donations

- Responsible for the legal analysis of the conditions, implications, and benefits of potential bequests or donations, and for submitting the appropriate report providing such clarifications or elaborations as may be requested.

**Procedure 4.3:** Approval of agreements

- Responsible for preparing the legal analysis of draft agreements in regard to the conditions, implications, and benefits of such agreements for the center, and for supporting the Office of the Executive Director in the analysis and ultimate resolution.
-

# Driver

## Job description: Driver

### Summary:

Responsible for driving the vehicles belonging to the rehabilitation center; in accordance with the approved schedule of activities, and assisting in the maintenance and care of the center's fleet of vehicles.

**Reports to:** Administrator

**Coordinates internally with:** Program Coordinators and work groups

### Minimum requirements:

- Older than age 18
- Valid driver's license

### Requirements:

- Able to read and write, with a minimum of schooling at the basic education level
- Basic knowledge of automotive mechanics
- At least five years of proven driving experience

### Desirable knowledge and attitudes:

- Knowledge of the directives, regulations, processes and instruments of the rehabilitation center, particularly those involving general services
- Excellent interpersonal relationships
- Ability to provide feedback to his/her subordinates
- Ability to work under pressure

### Desirable traits:

- High level of responsibility and professional ethics
- Honest, honorable and respectful
- High level of confidentiality, discretion and commitment
- Self-control
- Receptive to feedback

## Systems and procedures in which the Driver participates:

### 5. GENERAL SERVICES SYSTEM:

**Procedure 3.1:** Requisition and assignment of vehicles

**Procedure 3.2:** Management of the fleet of vehicles

## SPECIFIC RESPONSIBILITIES OF THE DRIVER IN KEY PROCESSES AND PROCEDURES:

*General services: (5)*

**Procedure 3.1:** Requisition and assignment of vehicles

- In coordination with the Administrative Assistant, responsible for reviewing the monthly travel schedule and the assignment and use of vehicles.
- Reviews and schedules his/her own trips and requests appropriate per diem for

scheduled departures.

- Ensures the good working condition of each vehicle on the day it is needed.
- Reconciles per diem, as appropriate.

**Procedure 3.2:** Management of the fleet of vehicles

- In coordination with the Administrative Assistant, reviews the condition of vehicles, documents any undesirable conditions, determines appropriate steps to be taken, and notifies his/her immediate supervisor.
- Keeps a record and follows up on vehicle servicing.

