



HAPA Code of Conduct Policy

July 2016.

GOVERNANCE

Selected volunteer boards of directors are committed to the organization's mission and leadership govern HAPA. This board determines the mission, strategic direction, and future programming of the organization. The board ensures and nurtures adequate human and financial resources and actively monitors and evaluates the HAPA executive director, as well as service and financial results. Board members approve and systematically implement policies to ensure achievement of HAPA mission and to prevent perceived, potential, or actual conflict of interest.

HUMAN RESOURCES

Certain volunteers and employees are essential elements of HAPA ability to achieve its mission. Volunteers are unique to and a vital resource in governance, administrative, and service capacities. HAPA human resource policies are fair, establish clear expectations, and provide for meaningful and effective performance evaluation for paid employees.

FINANCIAL MANAGEMENT

An HAPA is a faithful steward of funds entrusted to it, practices sound and timely financial management, and complies with legal and generally accepted accounting principles. HAPA maintains accurate financial records and ensures that the organization's financial resources are used solely in furtherance of its mission. Regulatory, risk management, and liability concerns are periodically reviewed.

PUBLIC ACCOUNTABILITY AND COMMUNICATIONS

Volunteers, board members, employees and donors are involved with HAPA because of its public benefit mission. Therefore, HAPA is transparent and makes information about its mission, program activities, and finances available to its constituencies. HAPA is accessible and responsive to public inquiry and reaches out to interested parties.

PARTNERSHIP AND ALLIANCES

HAPA forms alliances with other NGOs or government organizations if and when appropriate to improve its capability to advance its mission and serve its constituencies. HAPA identifies partners to create new opportunities to achieve mission driven results.

MISSION AND VALUES

HAPA is founded for public benefit and operates to accomplish a well-defined, articulated mission. Its programs effectively and efficiently work toward achieving that mission and it is committed to continuous quality improvement. Based on the values of quality, responsibility, and accountability, HAPA board members, volunteers, and employees act in the best interest of achieving its mission at all times.

A. Mission

1. HAPA's purpose: As defined and approved by the board of directors; is formally stated in writing. HAPA activities are consistent with its stated purpose.
2. HAPA, at least biennially, revisits its mission to determine if the need for its services continues to exist. HAPA evaluates whether the mission needs to be modified to reflect societal changes; whether the current programs should be revised or discontinued in the light of the existing or newly defined mission; or whether new services need to be developed.
3. HAPA has clearly defined procedures in place for evaluating (both qualitatively and quantitatively) its processes and outcomes in relation To its mission. These procedures address the efficiency and cost-effectiveness of processes and outcomes.

B. Program Service and Quality

1. HAPA acts with the utmost professionalism and treats all persons equally and with respect.
2. HAPA regularly monitors the satisfaction of service participants as well as other parts of its constituencies and provides a grievance procedure to address complaints.
3. HAPA practices continuous quality improvement that includes evaluation and tracking of information.

C. Values

1. HAPA acts with integrity, openness, and honesty in all relationships, dealings, and transactions. HAPA strives to earn and conveys trust through integrity, openness, and honesty.
2. HAPA keeps faith with the public trust through efficient, cost-effective, and compassionate stewardship of resources. HAPA is mindful that its mission is accomplished through the generosity of others.
3. HAPA ensures that policies and procedures of human relations are legally grounded, of high quality, and respectful of the dignity and rights of individuals.

D. Commitment to Diversity, Accessibility, and Social Justice

1. HAPA respects all people's race, religion, ethnicity, gender, age, socioeconomic status, sexual orientation, and ability and should not allow differences to affect a person's opportunities.
2. HAPA board, staff, volunteers, and contractors reflect the diversity of its constituencies and the broader community.
3. HAPA conducts its work in facilities that allow reasonable access to persons of all ability levels.
4. HAPA acts in ways that further the equality of opportunity among individuals and communities.
5. HAPA acts in ways that promote a sustainable environment.

GOVERNANCE

Selected volunteer board of directors is committed to HAPA mission and leadership governs HAPA.

HAPA board determines the mission, strategic direction, and its future programming. HAPA board ensures and nurtures adequate human and financial resources and actively monitors and evaluates its director, as well as service and financial results. HAPA board members approve and systematically implement policies to ensure achievement of its mission and to prevent perceived, potential, or actual conflict of interest.

A. Board Responsibilities

1. The board is engaged in HAPA planning activities as is necessary to determine its mission and its strategic direction, to define specific goals and objectives related to the mission, and to evaluate its success of services toward achieving the mission.
2. The board approves its policies for the effective, efficient, and cost-effective operation.
3. The board annually approves its budget and assesses its financial performance in relation to the budget at least twice yearly.
4. The board is responsible for HAPA financial health and participates in the fundraising process through members' financial support and active seeking of the support of others.
5. The board hires, sets the compensation for, and annually evaluates performance of its director.
6. The board annually reviews its overall compensation structure, using industry-based surveys of salaries and benefits. The board establishes policies, when appropriate, on employee benefits, vacation, and sick leave.
7. The board approves written policies and procedures governing the work and actions of its employees and volunteers. These policies and procedures address working conditions; evaluation and grievance procedures; confidentiality of employee, volunteer, client, and HAPA records and information; and employee and volunteer growth and development.
8. The board ensures that an internal review of HAPA compliance with known existing legal, regulatory, and financial reporting requirements is conducted annually and that a summary of the results of the review is provided to the entire board.

9. The board periodically assesses the need for insurance coverage in light of the nature and extent of activities and its financial capacity.

B. Board Composition

1. The board members are personally committed to HAPA mission, willing to volunteer sufficient time and resources to help achieve the mission, and understand and fulfill their fiduciary responsibilities.

2. No more than one HAPA employee serves as a voting member of the board of directors and staff does not serve as chair of the Board.

3. Board membership reflects the diversity of HAPA constituencies.

4. Board members (are not employees) do not receive compensation for their board service, other than reimbursement for expenses directly related to board duties.

C. Conduct of the Board

1. The board is responsible for its own operations, including the education, training, and development of board members; annual evaluation of its own performance; and, when appropriate, the selection of new board members.

2. The board has written expectations for board members, including expectations for full board participation in fundraising activities, committee service, and service activities.

3. The board meets as frequently as needed to adequately conduct HAPA business. At a minimum, the board meets twice a year with a quorum present.

4. The board has written policies that address attendance and participation of board members at board meetings including a process to address noncompliance.

5. Written meeting minutes reflect actions of the board, including reports of authorized board committees. The board permanently retains the minutes, distribute them to board and committee members, and make them available for public review.

D. Conflict of Interest

1. The board establishes conflict of interest policies regarding board, staff, volunteers, contractors, and HAPA partners or allies and adheres to these policies in all dealings. The policies include an obligation of each board member to disclose all material facts and relationships and refrain from voting on any matter when there is a conflict of interest. In particular, the policies prohibit board members from submitting tenders to HAPA or applying for staffing positions.

HUMAN RESOURCES

Volunteers and employees are essential elements of HAPA ability to achieve its mission. Volunteers are unique to HAPA, and are a vital resource in governance, administrative, and service capacities. HAPA human resource policies are fair, establish clear expectations, and provide for meaningful and effective performance evaluation for both paid employees and volunteers.

A. Employees and Volunteers

1. Employees and volunteers are committed to HAPA mission and competently, efficiently, and professionally perform the duties they agreed to assume.
2. HAPA invests in the training of employees and volunteers as a means to ensure quality management and service.
3. HAPA has a system in place for written evaluation of employees and volunteers by their respective supervisors, at least annually and remuneration is often on this basis.
4. HAPA has a system in place for the succession of employees, most notably for the director.
5. New employees and volunteers receive clear orientation to the mission, policies and procedures, job definitions and expectations, and a defined workspace.
6. HAPA maintains disciplinary and grievance procedures with clear lines of authority and accountability.
7. HAPA implements mechanisms to monitor the use of staff time.

FINANCIAL MANAGEMENT

HAPA is faithful steward of public funds entrusted to it, practices sound and timely financial management, and complies with a complex array of legal and generally accepted accounting principles. HAPA maintains accurate financial records and ensures that its financial resources are used solely in furtherance of its mission. Regulatory, risk management, and liability concerns are periodically reviewed.

A. Financial Accountability

1. HAPA operates in accordance with an annual budget approved by the board prior to the beginning of each fiscal year.
2. HAPA creates and maintains financial reports on a timely (at least quarterly) basis, accurately reflecting its financial activity, including the comparison of actual to budgeted revenue and expense.
3. Quarterly financial statements are provided to the board of directors. The statements identify and explain any significant variation between actual and budgeted revenues and expenses.
4. HAPA subjects its financial reports to an annual audit by a Chartered Accountant.
5. HAPA provides employees and volunteers with a confidential means to report suspected financial impropriety or misuse of its resources.
6. HAPA has written financial policies governing the following matters, where appropriate:
 - (a) investment of its assets;
 - (b) Internal control procedures;
 - (c) Purchasing practices;
 - (d) Reserve funds;
 - (e) Compensation, including salary and benefits;

- (f) Expense account reporting; and
 - (g) Earned income.
7. HAPA has clear and written policies on loans and staff advances.
 8. Wherever possible, HAPA ensures that its funding base is diversified.

B. Donor Relationships and Privacy

1. HAPA respects the privacy of donors and safeguard the confidentiality of information that a donor reasonably would expect to be private.
2. HAPA provides individual donors with an opportunity to remain anonymous and to prevent their name, gift amount, or other information from being publicly released.

PUBLIC ACCOUNTABILITY AND COMMUNICATIONS

Volunteers, board members, employees and donors voluntarily become involved with HAPA because of its public benefit mission. Therefore, HAPA is transparent and makes information about its mission, program activities, and finances available to its constituencies. HAPA is accessible and responsive to public inquiry and reaches out to interested parties.

A. Public Access

1. HAPA provides members of the public who express an interest in its affairs with a meaningful opportunity to communicate with an appropriate representative.
2. HAPA ensures that it discloses its audited or other financial statements to members of the public.

B. Communication of Information

1. HAPA prepares and makes available annually to the public information about its mission, service activities, and basic financial data. The report also identifies the names of its board of directors and management staff.
2. HAPA ensures that donors, clients, volunteers, and the general public have access to appropriate financial records and records of activity and effectiveness measures in fulfillment of the public trust.
3. HAPA ensures that personal information on individual clients, employees, and others is confidential unless permission to release information has been obtained.
4. HAPA ensures that input from other stakeholders, especially members of the larger community or constituency that it serves are made part of regular evaluations and updating of programs.

PARTNERSHIP AND ALLIANCES

HAPA forms alliances with other NGOs or government organizations if and when appropriate to improve its capability to advance its mission and serve its stakeholders. HAPA identifies partners to create new opportunities to achieve mission-driven results.

A. Objectives

1. HAPA engages in collaborative efforts if and when such actions enhance its objectives and prevent, reduce, or eliminate duplication of services.
2. HAPA collaborates with agencies and other community organizations to ensure fairness and equity and to ensure effectiveness in the use of charitable resources.
3. HAPA provides leadership and collaborate with others to further the interests of its constituency and advancement of its mission.

B. Structure

1. When effectiveness and ease of management can be improved through partnership or alliance, HAPA structure and formalizes these relationships strategically.
2. To the extent possible, when appropriate, HAPA fosters and encourages cooperation at the local, regional, and national levels in community and or constituency benefit efforts.