Organization Manual

Effective from Jan 2022

HSE STRATEGY DEVELOPMENT

TABLE OF CONTENT

GENERAL INFORMATION

1.1   The Purpose of this Manual

This manual provides a summary of the objectives, strategy, structure, policies, and key information about HSE Strategy Development Limited. The essence of this document is to provide an overview of the company, employees, and other interested parties that may need the detailed policies and other information in the annexed documents.

1.2   Company Information

i.	Office Address:	4th Floor, Heritage House, 1 Sultan Abubakar Way,
		Wuse Zone 3, Abuja, Nigeria.
ii.	Telephone Number:	+234 706 552 8896
iii.	Email address:	info@hsegroup.ng
iv.	Working Hours:	Monday to Friday (9.00 AM to 4.00 PM).

1.3   Statement of objectives

HSE-SDL is driven by the overarching objective of developing strategies that create growth, sustainability, and process improvement for organizations, enabling them to achieve their highest potential through safety.

1.4   Vision, Mission, and Core Values

a) **Our Vision:** To become a globally recognized firm of choice for consulting and professionalism.

b) **Our Mission:** is to be the leader in providing expert strategies and pragmatic solutions for clients requiring specialized services in various fields.

c) **Our Core Values:** At HSE-SDL, we understand that extrinsic value-adds and results are the product of deliberately and consisting of following the intrinsic values that have been proven in building sustainable systems and organizations. Our core values include professionalism, innovation, loyalty, and excellence.

  i. **Professionalism:** To us at HSE-SDL, Professionalism helps us to identify and discharge our responsibilities to all clients – internal and external. We frown at any unprofessional conduct from our staff.

  ii. **Innovation:** Our advantage is our unique innovation. If there is a better way, HSE-SDL will find it by constantly improving its processes.

  iii. **Loyalty:** We owe our loyalty to all the stakeholders in HSE-SDL guided by global best practices and relevant regulations.

  iv. **Excellence:** We are our own competitors, always striving to beat our performances through a passion to exceed expectations.

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2.1   Governance and Management Structure

HSE-SDL boasts of a well-round board providing strategic direction and oversight functions leading the organization to the realization of its goals and objectives.

The day-to-day operations of the company are coordinated by the management team. The team provides oversight and ensures compliance with approved policies, regulations, and budget/plans of HSE-SDL.

Together, the Board of Directors and the Management provide the leadership for the company ensuring that the organization is run in compliance with global best practices, relevant regulations, and approved plans and policies by the Board.

2.1.1   HSE-SDL's Board of Directors

The members of the Board of Directors are listed below:

  i.   Dr. Omo-Ehilele Frank Odafen – Chairman
  ii.   Dr. Joseph Odumodu
  iii. Hussaini Mohammed
  iv.   Pharm Aduke Kuranga
  v.   Miss Fatima Ado

2.1.2   Management Team

HSE-SDL believes in the maximization of its workforce, maintaining the flexibility to make additions to the team for efficiency in all respect.

  i.   Aliyu Muhammad – Project Manager
  ii.   Dayo Lomuwagun – Finance Manager
  iii. Hadiza Usman – Operations Manager

2.1.3   Functions of the Board of Directors

The roles of the Board among others include:

  i.   Formulation of the mission, objectives, and policies of the company.
  ii.   Designing and updating the company's organogram from time to time.
  iii. Selection of the top executives and providing an oversight function for their accountability and performance.

iv.   Ensuring that the resources of the company are judiciously deployed for the realization of the company's objectives.

v.   Determining the Company's operational policy and procedures in conjunction with the Managing Director.

vi.   Overseeing the implementation of the strategic priorities of the Company.

vii.   Designing and ensuring sound financial management for the Company.

viii.   Approving annual budget and financial statements.

ix.   Ensuring the overall efficiency of the Board and the organization.

2.1.4   Functions of the Management Team

The roles of the Board among others include:

2.1.4.1   Managing Director (MD)

The MD is saddled with the following functions among others:

i.   Advise the Board on strategic issues.

ii.   Development of business plans and strategies.

iii.   Ensure commensurate returns to the shareholders through profit generation.

iv.   Brings the Board to speed about the operations and financials of the Company.

v.   Motivate staff for upward advancement and corporate sustainability.

vi.   Making key operational decisions including spending decisions within the parameters of the approved budget.

vii.   Employ and terminate personnel in the best interest of the Company.

viii.   Ensure that appropriate and adequate operating procedures and controls are put in place.

ix.   Make decisions regarding the duties and accountabilities of personnel and the delegation of decision-making authority.

x.   Bind the Company in contractual agreements within the limits set by the board.

2.1.4.2   Project Manager

The following among others are the roles of the Project Manager.

i.   Lead effective planning and execution of the Company's projects.

ii.   Providing direction for the project's team for a successful implementation.

iii.   Efficient and effective management of the Company's resources to meet set deliverables.

iv.   Ensuring the processes and information about all projects are appropriately documented and reported.

v.   Managing the relationship with clients in a manner that support timely delivery of projects and a long-term relationship with clients.

vi.   Managing/tracking the activities of the team to ensure compliance with relevant Board/Management's approval and applicable regulations.

2.1.4.3 **The Finance and Administrative Manager (FAM):**

The roles of the FAM include the following among others:

i.   Design a workable and effective accounting system for the Company.

ii.   Ensure that spending decisions are made within the approved budget.

iii. Ensure that financial transactions are appropriately documented, recorded, and reported in line with best practices.

iv.   Guide the office on its investment decisions and ensure that the assets of the Company are well safeguarded.

v.   Ensure that all expenses are wholly, reasonably, exclusively, and necessarily incurred to advance the cause of the Company.

vi.   Responsible for overall financial management, including budgeting and monitoring of project expenditures; financial reporting and auditing; forecasting expenditures; and maintaining and supervising project accounts, books of accounts, banking, and financial operations, among others.

2.1.4.4 **Monitoring and Evaluation Manager (MEM)**

The MEM carries out a continuous assessment of the Company's projects based on agreed budgets and parameters. Other roles among others include:

i.   The MEM designs, coordinate and monitor the implementation of the M&E activities of the Company.

ii.   Ensure the project's compliance with plans agreed by parties.

iii. Implementing monitoring systems and designing monitoring tools.

iv.   Monitoring project activities, outputs, and progress toward anticipated results.

v.   Provision of support to proposal development for M&E components.

2.2   Conflict of Interests

At HSE-SDL, our people are expected to always act in the interest of the organization and in the furtherance of its vision, avoiding conflicts or even the appearance of conflicts between personal interests and responsibilities to the HSE-SDL For example, relationships, decisions, and actions that involve our own or others' personal interests may interfere with our ability to remain independent and impartial in the performance of our duties.

Avoiding conflict of interests requires alertness and commitment. When situations involving a potential conflict of interest arise or change, our staff shall seek timely clarifications or

permission. A conflict of interest can arise in dealings with anyone with whom HSE-SDL transacts business including vendors, financiers/donors, banks, beneficiary communities, insurance companies, and people in other organizations with whom we contract and make agreements.

Conflict of interests include but is not limited to the following possible situations:

i.   Working for any of the groups mentioned above for personal gain.

ii.   Engaging in part-time activity for gain or gain in any field in which HSE-SDL is engaged.

iii.   Borrowing from, or lending money to individuals representing organizations with who HSE-SDL conducts business dealings.

The list is by no means exhaustive and HSE-SDL people shall be quick to seek clarification from appropriate authorities within the organization where they suspect (or aren't sure) of potential conflict of interest.

2.3   Corporate Strategy

Our corporate strategy is woven around these three (3): growth, sustainability, and expansion.

2.3.1   **Growth Strategy** – While we are conscious of the current realities, we are intentional in our focus on growth through a well-articulated roadmap, harnessing opportunities, and leveraging our contacts. We are committed to the following among others:

i.   Strengthen our existing businesses and projects.

ii.   Increase our business and project leads through targeted (solicited and unsolicited) propositions.

iii.   Build a solid Business Development Unit that concentrates on generating strong leads.

iv.   Leverage connections in government and private sectors for opportunity generation.

v.   Build strong relationships and ties with customers.

2.3.2   **Sustainability Strategy** - At HSE-SDL, we are convinced that ultimately, the welfare of our stakeholders (shareholders, employees, customers, etc.,) is tied to the ability of the business to remain a going concern. We not only pursue good business but also a sustainable model. Specifically, we do the following:

i.   Improve on our strong areas and work on our identified weaknesses.

ii.   Maintain great relationships with existing clients and customers.

iii.   Deliver excellent jobs and contracts, creating opportunities for repeated projects and renewal of contracts.

iv.   Build and sustain great internal teams across our business interests.

2.3.3 **Expansion Strategy** – At HSE-SDL, we understand that significant growth and survival cannot be alienated from business expansion. We are intentional about expansion in the following way:

   i.   Sustain progressive growth in all areas of interest.

   ii.   Create business outlets in major cities in Nigeria and Africa as we gain advantage and success. Grant partnership requests with international organizations. Look for opportunities outside Abuja and Nigeria where our expertise is needed. Start an international training programme that attracts a global audience.

HUMAN RESOURCES MANAGEMENT POLICY

The HRM policy provides a framework and expectation for the behaviour, duties, rights, and rewards of both the employees and the employer. The overarching objective of HRM policy is to effectively match individual needs and organizational demands. Therefore, the aim is to have the right person, with the right experience, at the right time, in the right place, offering the right compensation. The organization fosters leadership, individual accountability, and teamwork as the core of our human resource management. The organization seeks to engage professionals who are result-oriented and guided by personal integrity. Employees are encouraged to strive for the success of their own units, whilst building individual capacities and driving the goals of the organization. The organization offers challenging assignments with room for initiative, and peer learning. In this respect, policies have been established in line with HRM standards and processes. Also, see the HRM manual for detailed processes.

HSE-SDL's HRM policy which comprises personnel & management development policies and procedures is based on the view that individual and professional development motivates people and contributes to a flexible organization in which all positions are staffed by capable, accountable, and committed employees.

i.   **Equal opportunity:** Employees are recruited, selected, and promoted based on objective, non-discriminatory criteria.

ii.   **Career advancement:** practice a high degree "promotion from within" at unit level and organization-wide, taking account of both meeting job requirements and preferred profile, and individual ambition in future career prospects.

iii. **Meeting place:** We leverage training programmes to create meeting places for the exchange of experience and networks for managers from different practice units, disciplines, and cultural backgrounds, and to offer opportunities for benchmarking to the global workforce community.

iv.   **Compensation & Benefits:** Compensation and benefit/reward is based on the view that fair remuneration packages including performance-related pay, matching with individual needs and local practice, contribute to the motivation of our employees. We support diversity but where appropriate, we stimulate common remuneration practices in the organization.

v.   **Accountability:** Foster target setting, for individual and team performance with periodical reviews.

vi.   **Encouragement:** Encourage individual and team performance by practicing open and motivating appraisal procedures.

vii.   **Objectivity:** Use objective procedures for job ranking (internal equity) and check systematically market conformity in relevant labour markets (external equity).

Refer to HSE-SDL's HRM policy manual for detailed procedures and operational guide.

ADMINISTRATION AND OPERATIONS MANAGEMENT POLICY

The administration and operational guidelines lay out key processes for the engagement of personnel in the day-to-day running of the organization, and processes necessary to ensure compliance whilst engaging in program activities. The guideline includes working principles required for staff adherence.

4.1   Administration Policy

In addition to the coordination of the day-to-day running of the organization; office premises and field activities for which the administration policy provides guidance, the human resource, and finance management policies also outline relevant personnel engagement guidelines necessary for adherence of personnel on codes of conduct and activity implementations. Please refer to HR and finance management policies for guidelines regarding personnel codes of conduct, engagement, and financial compliance procedures.

4.2   Computer/IT Policy

The IT policy outlines key policies to ensure effective management of the computer system; for guiding the use, maintenance, and security of the computer equipment. Employees are responsible for ensuring that the procedures and policies suggested here are followed.

4.2.1   Application

Using computer equipment requires particular care because of its fragility and high cost. Access to the equipment should thus be strictly reserved for the organization's employees only. Those employees who are unable to handle commonly used software will be given an orientation by the operations manager on request. Employees should seek assistance from authorized personnel such as an IT staff for maintenance of computers and accessories at the office.

4.2.2   Security

i.   To safeguard the computers against viruses, the external drives (CDs/DVDs/floppies/pen drives) owned by the organization are only to be used on the computers. In the same way, no external drive from any source other than sealed packets shall be used in the computers, unless it is first scanned with the latest anti-virus software.

ii. To safeguard computers from viruses, antivirus software will be installed on the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update the virus list on her / his computer.

iii.   There should be at least two backups of all important documents. One copy should be on the hard disk of the computer assigned to the concerned employee and a second copy on a CD/DVD kept in the office.

iv.   Computers would be assigned to the organization's employees.

4.2.3   Back-ups of Documents

To safeguard important documents and other work done by the staff, the backup directory of the employee shall be backed up on CD/DVD once every week (every Friday) and the CD/DVD stored by the employee.

4.3   Fixed Assets Policy

Assets are durable goods, which need to be well-managed to be maintained in good condition. These goods include stationery, tables, chairs, shelves, computers, and related accessories. The Fixed Assets Policy aims for:

i.   Precise identification of goods that are part of the asset base.

ii.   Sensible use of goods.

iii.   Periodic taking of physical inventory.

iv.   Effective maintenance of goods.

v.   Replenishment of goods when required.

4.3.1   Procedures

The management of the organization's assets is the responsibility of the Finance and Admin Manager (FAM) or designated operations personnel. The procedures involved in managing these resources are:

i.   Receiving and recording goods.

ii.   Using goods properly.

iii.   Maintaining goods.

iv.   Taking inventory of goods.

v.   Disposing of goods.

Assets are managed and documented as an inventory in the asset register. *See Appendix A for the fixed asset register template.*

4.3.2   Asset inventory

Asset inventory is conducted for the physical monitoring of the items belonging to a project and/or the organization on a periodic basis. The inventory makes it possible to detect

differences between information about goods in the records and the actual state of goods. The inventory review is facilitated using the asset register.

Inventory is done once a year and is the responsibility of the Finance and Admin Unit.

4.3.3 Procedures

The inventory procedure is composed of the following steps:

i. Completing an asset register which includes:

- Type of item.
- Description of the item.
- Identification code.
- Service user or name of the manager.
- Assigned location
- Previous placement of item
- Notes on the condition of the item.
- Record updates
- Minutes of physical inventory

ii. Final removal of an item

iii. Replacement of an item

iv. List of annual needs

4.3.4 Asset disposal

The inventory procedure described above permits the identification of dilapidated or defective goods whose presence in the office presents more inconveniences than advantages, for various reasons:

i. Steep rise in operating or maintenance expenses.

ii. Excessive cost of repair.

iii. Any other objective reason.

The Executive Director should give the authorization to take out of service, transfer, or dispose of any items, and that should be noted in the book of assets.

Other asset disposal procedures can follow donor guidelines during the end of a project. Based on the guidance of the donor, assets can be gifted, auctioned, or retained by the organization following appropriate asset disposal and documentation procedures.

4.4 Operations Policy

Coordination of purchase and requisition of goods and services for smooth operations of projects and the organization is governed by the operations policy and guidelines. The aim of the internal control system for the supply of goods and services is to ensure orders are handled by individuals having skills in evaluating what purchases are required from suppliers offering the best quality, to ensure purchases made do not exceed the budget provided, and to ensure purchased goods and services conform with the quantity and price specified in the order.

Employees particularly designated operations personnel shall comply with the operations policies and guidelines in purchasing goods, equipment, and services required for the needs of the organization or its projects. The use of competitive bidding shall be a priority practice. The first criterion in choosing a supplier shall be the lowest bid. However, if a supplier does not provide the required level of service or an adequate guarantee, then other criteria shall also be considered. The operations personnel shall specify in the purchase file the reasons the lowest bid was not chosen.

The procurement process shall conform to certain limits of the budget threshold for sourcing goods and services as outlined in the procurement guidelines or manual.

The purchase file shall contain all the documents pertaining to each transaction, i.e., the purchase requisition, quotations, contact information of supplier's purchase contracts or orders, invoices, delivery slips, and any other pertinent documents.

4.4.1 Purchases

Employees making purchases as part of the project activity or organizational work shall follow these mechanisms:

i.   Requisition form – the employee requesting a purchase fills this form, has it approved by the Managing Director, and sends it to the finance division.

ii. Order form – the finance division issues the order form after it is signed by the Managing Director. The concerned employee or the finance division will make the purchase successful based on the order form.

iii. Delivery slip – After the purchase has been made, a delivery slip will be issued by the finance division to the supplier, who will sign it and give it back to the finance division.

[See Finance Manual for procurement guidelines].

PROJECT PERFORMANCE MANAGEMENT POLICY

The success of various projects handled for clients by HSE-SDL is crucial to the overall success and sustainability of HSE-SDL. The following policies refer to the minimum provisions expected by the Company from the project team.

The Project team shall work with the project manager and technical directors/partners for the project to adopt a project Performance Management Plan (PMP). A PMP shall be drafted at the onset of the project and would include an approach for:

1) Monitoring strategic progress, program performance, programmatic assumptions, and operational context.
2) Evaluating performance and impact; and
3) Learning and adapting from evidence; also adapting Collaborating, Learning, and Adapting (CLA) tools.

In developing the PMP, project leads should identify performance indicators and describe how they plan to assess them, including monitoring, evaluation, CLA efforts, and/or other studies, research, or analyses. The PMP should therefore leverage monitoring, evaluation, CLA, and other learning efforts which reinforce each other and together contribute to addressing the learning priorities and help build an evidence base for decision-making.

The PMP should also be closely linked with the MEL/Results plan and framework. Therefore, performance indicators should be identified for each IR in the Results Framework. These required performance indicators should be measures of the expected outcomes of the project.

To effectively measure the outcomes of the project, baseline data, or a plan for collecting baseline data, should be included in the PMP.

The schedule of tasks for the PMP should include:

   i.   Collecting and analyzing data.
   ii. Conducting Data Quality Assessments (DQAs).
   iii. Designing and conducting evaluations as planned, needed, and/or required; and
   iv. Periodic and intentional opportunities for reflection to inform adaptation of learnings.

Project performance assessments should be conducted annually, and upon closure of projects. Project performance results should be included in the organization's annual review reports and shared with the Executive Committee of the BoT.

FINANCIAL MANAGEMENT POLICY

HSE-SDL Financial Management policy manual outlines processes and guidelines to ensure compliance with standards and best practices for accountable systems and efficient project management. The FM manual describes the accounting policies, systems, and procedures to be used by the organization. The FM policy manual outlines the input, processing, output, control, and distribution of financial data. It has been developed to set out the accounting policies and procedures that will:

i. Ensure that the organization's books of accounts are prepared to conform to sound accounting principles and practices.
ii. Enable the management to obtain accurate and timely financial reports monthly, thereby promoting sound financial management.
iii. Ensure correct and accountable use of funds and other resources. The approach used is in line with generally accepted accounting principles and the organization's best practice reporting requirements.

The main purpose of the manual is:

i. To assist in the maintenance of relevant controls.
ii. To provide a training and monitoring resource.
iii. To be used as a reference document by the staff, management, auditors, and other stakeholders.

The procedures have the following objectives: -

i. To enhance completeness and accuracy of the data posted from source documents (say invoices, payments receipts, journals, and cash book) to the computerized system.
ii. To provide accurate and reliable reports to enable management to perform effective control over the operations of the organization.
iii. To detail the operation and administration procedures for input, processing, output, and distribution of data to ensure security of data and documents.

Please refer to HSE-SDL's Finance Policy manual for detailed procedures and guidelines.