Core Principles and General Policies
Approved by the Board on 10<sup>th</sup> November 2016

## **Purpose of the General Policy**

The nature of the Company's mission requires flexibility in response to new and changing conditions and circumstances in the provision of assistance to needy children in the most impoverished areas. This General Policy provides a framework and a foundation so that the Board, Committees and Communities will have this flexibility without compromising the overall structure of the Company or weakening its capabilities.

#### **Revision and Amendment**

The General Policy shall be expanded in due course (by addendum or amendment) to cover other important topics for which the Board deems it prudent to have specific rules or guide-lines

The General Policy and additions may be reviewed from time to time by the Governance, Monitoring and Evaluation Committee with suggestions for consideration by the Board which may make amendments as it sees fit in conformance with the provisions of funding and Trust agreements and in conformance with the Articles of Incorporation and the By Law.

### THE CORE PRINCIPLES OF THE COMPANY

**Solidarity** : Service in the brotherhood of man to the most impoverished areas, recognising and respecting the blessed diversity of the people of Trinidad and Tobago

**Subsidiarity**: Respect for the intrinsic value of the individual requires that the higher orders of the society must encourage and support the community activities of the lower orders to meet their family and community needs as much as possible.

- We look into the eyes of the abandoned and marginalized, and show them our closeness.
- We see God in every person, and strive to make others also discover him.
- We protect and care for our common home.
- We pray and work for full communion between Christians and for respect, peace and harmony among all members of all religions.

## **OPERATING PRINCIPLES**

# **Service through Communities**

The Board defines a "Community" as an organised body of responsible, competent citizens who are living in a particular area, governed by rules and procedures, generally accountable to the people in the community they serve and which is fully committed to the welfare of needy children in the area by providing assistance on a continuous basis and arranging resources for the benefit of the needy children. In the light of experience and circumstances the Board may from time to time decide to set selection criteria and management rules for its relationships with "Communities".

## Sustainability

- Innovative fund-raising strategies and systems
- Investing in the organizations and its people including providing learning opportunities for volunteers and staff, as well as compensation and benefits
- Prudent budgeting and management of expenses
- Maintenance of contingency funds
- Innovation and a sense of hope

**Transparency:** A Not-for-Profit has a social responsibility to establish, achieve, and regularly measure clearly defined levels of performance in their activities and to share those results with the public

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### **Agency of Hope**

We believe that we can create a better future through innovation and societal change. This sense of hope leads to creative approaches and new models that work by recognizing and celebrating successes, as well as learning from valuable failures.

### Reputation preserved by prudent Operational and Financial risk management

The preservation of the Company's legal and moral status as a reputable, socially responsible not-for-profit shall override any other consideration where there is a risk, threat or conflict that will put this status in doubt in the minds of public authorities or harm the reputation of members or donors.

### **Effective Governance**

The Board defines Governance as the proper execution of a co-ordinated network of systems, internal controls, policies and exemplary practices regarding openness and transparency that will safeguard the sustainability, reputation, integrity and effectiveness of the Company to successfully achieve its objectives and carry on its mission. The Chairman of the Board is responsible for ensuring proper execution by the Board.

### Independence of decision-making and judgement

The Company's decision-making and judgment shall be independent of all political activities and affiliations so as to ensure a wide diversity of membership, freedom to serve beneficiaries identified by the Board and financial sustainability through ability to raise funds from a wide variety of local and international sources.

In arranging partnerships, alliances and joint ventures the Board shall first ensure that the Principles of Solidarity and Subsidiarity are fully endorsed and will be applied in any agreement or venture.

### Confidentiality

Respecting the privacy of ultimate beneficiaries, our donors, members, staff and volunteers is a basic value. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization. This applies in particular to the records and data held by the Company that are of intrinsic value to the Company's sustainability and may also have commercial value to individuals and agencies with other interests.

## **Accounting Standard**

In consultation with the Auditor, the Board (through the Audit Committee) shall follow the guidance of the ACCA UK (the UK Association of Chartered Certified Accountants) offered in its document "Companion Guide for Not-for-profits to the International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs)" dated September 2015 so as to conform to the best available accounting standards for Not-for-Profits while complying with IFRS for SMEs.

### **Audit Committee**

The Audit Committee is responsible for oversight of the internal and external audits and auditors and when necessary or as required shall make formal recommendations to the Board as a whole on the selection of auditors, auditor rotation policy and the remuneration of the auditors.

Should an auditor undertake to provide a *pro bono* service the cost of the service shall be treated as a contribution in kind and duly recorded and acknowledged as such.

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#### **Financial Policies**

The Board will engage suitably capable persons to develop systems of internal control and in addition, financial rules and regulations (to be reviewed annually by the Audit Committee) especially for the following areas:

- Segregation of Trust funds for programmes and projects
- Prudential budgeting and expense control
- Procurement of services and goods
- Sustainability
- Monitoring and Evaluation

### **Management of Conflicts of Interest**

The Board shall establish and review from time to time clear policy guidelines and appropriate rules of conduct and business practice to ensure openness and transparency and the avoidance of malfeasance in situations where conflicts of interest may arise when directors and members are invited or contracted by the Board to provide services or goods in a manner that represents the best value-for-money options available.

### **Accountability to Members**

The Board shall specifically account at the Annual Meeting to Members on:

- The use of membership fees and shall take reasonable measures to ensure that at least 50% of fees received from Members in any financial year shall be used for programmes and projects which directly benefit children and not for operating and overhead expenses.
- The nature and outcome of relationships with partner organisations and joint ventures (as set out in the Articles of Incorporation) and shall include an appropriate statement from the Governance, Monitoring and Evaluation where overlapping responsibilities and authorities may result in conflicting interests.
- An assessment of the measured impact of the Company's activities on both community groups and on children.
- The financial sustainability of the Company within a five-year time-frame with reference to the audited financial statements.
- The actions taken during the year to improve and strengthen the effectiveness, operating integrity, internal controls and efficiency of the Company based on widely-accepted principles and practices for not-for-profits in the United Kingdom or Canada or in such other jurisdiction deemed to be most fit by the Board.

## Membership criteria

Subject to rules and conditions the Board may apply for the protection, promotion and reputation of the Company, the Board shall consider membership applications from any person who certifies his/her agreement with the philosophy and principles of the Company and agrees to abide by the By Law of the Company and to comply with the Code of Ethics. The preservation of the Company's legal and moral status as a reputable, socially responsible not-for-profit shall override any other consideration where there is a risk, threat or conflict that will put this status in doubt in the minds of public authorities or harm the reputation of members or donors.

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## Membership fees

In the first year of operation the Board shall adopt a schedule of membership classifications and fees and subsequently may amend these in the light of experience and circumstances on the advice of the Executive Officer after review by the Standing Committees dealing with (a) Communications and Membership and (b) Governance, Monitoring and Evaluation.

Gold Life membership shall be offered to persons over 59 years old for a one-time, non-refundable payment and Silver Long Term membership for any younger persons for a term of twenty (20) years.

### Advocacy in the interests of children and families

The Board defines "Advocacy" to refer to any activity or action taken or supported in the interests of a social or public cause promoted by a group of people or an organisation. Any such activity or action must be related directly with the objectives, mission, philosophy and principles of the Company as interpreted and determined by the Board.

The Company as a whole shall restrict all advocacy activities and actions, whether on its own or in concert with others, to Public Education, Awareness and Training generally covering the following areas for which the Board shall ensure that competent Members are responsible as Sub-Committees or as *ad hoc* Committees.

- Vocational education
- Entrepreneurial training, mentoring and support
- Developing cognitive skills and a culture of reading habits
- Promoting and teaching Virtues and Values
- Promoting Child Welfare & Child protection issues
- Promotion of Inter-generational equity through Governance, Transparency & Accountability

## Official announcements, interviews and dialogues

The Board shall assign specific mandates to specific directors and officers who shall be authorised to make official announcements, participate in media interviews and panel discussions and carry on dialogue with specific institutions. The Company Secretary shall maintain records of such mandates.

## Other policies

In due course, resources permitting, the Board will seek to adopt or adapt well-established policies in critical operational areas if statutory and regulatory law do not adequately provide guidance.