



## **ROLES AND RESPONSIBILITIES**

*(Amended September 2017)*

### **PRESIDENT**

The president's role is to ensure that the mission and vision of CANFRO are achieved. The president's duties include:

#### **1. Meetings:**

- (a) ensuring that an agenda is planned, prepared and circulated prior to each board meeting;
- (b) chairing each board meeting according to accepted rules of order;
- (c) ensuring full discussions of matters on an agenda and encouraging all board members to participate openly in such discussions, and
- (d) guiding board members to conclude discussions and reach decisions in an orderly, democratic and timely manner.

#### **2. Finances:**

- (a) monitoring financial planning and financial reports, including budgets for individual CANFRO projects.

#### **3. Community Relations:**

- (a) reporting board decisions in a timely and appropriate manner to donors, funders, agents, volunteers or other associates of CANFRO;
- (b) ensuring that CANFRO maintains positive and productive relationships with donors, funders, agents, media and other organizations;
- (c) liaising with CANFRO agents, generally through project managers, to ensure compliance with terms of agency agreements;
- (d) serving as primary spokesperson for CANFRO, and
- (e) representing CANFRO, as required, to the media, to governmental and non-governmental organizations and on committees in these organizations.

#### **4. Board Governance and Development:**

- (a) conducting the business of CANFRO and its board of directors effectively and efficiently;
- (b) monitoring for compliance with CANFRO's bylaws and with provincial and federal laws affecting its operations;

- (c) ensuring that officers, board members, volunteers or other associates of CANFRO are aware of and fulfill their governance responsibilities, and
- (d) ensuring that procedures are in place for effective recruitment, training and evaluation of board members, volunteers or other associates.

**5. Delegation:**

- (a) depending upon CANFRO's needs, establishing or proposing committees of the board of directors, and
- (b) assigning tasks and delegating responsibilities, as required, to other board members or to committees of the board.

**6. Signatures:**

- (a) acting as the signing officer, or one of the signing officers, of certain documents. As required, these can include cheques, correspondence, applications, reports, contracts, agency agreements or other documents.

**7. Fundraising:**

- (a) ensuring that structures and procedures are in place for securing resources needed to operate CANFRO and support its projects.

## **VICE-PRESIDENT**

The vice-president acts as the president in his or her absence. The vice-president also works closely with the president to assist, as required, with presidential duties. The vice-president may have designated areas of responsibility, such as finance (see below), membership, personnel, media relations, website management (see below) or special events, in addition to other duties as determined by the board.

The vice-president's duties can thus include:

### **1. Finance:**

- (a) Working with the president, the treasurer, the project managers, the CRA and others to ensure compliance with CANFRO's existing financial policies and procedures;
- (b) developing new financial policies and procedures, as needed, and
- (c) enabling smooth and transparent operation of all financial matters.

### **2. Website Liaison:**

- (a) acting as liaison between the board and the website manager;
- (b) making minor changes to website text (announcements, donor lists);
- (c) working with the website manager to ensure that board-requested changes in website content and/or architecture are effected, and
- (d) ensuring that all fees connected to maintaining the website are paid.

## **TREASURER**

The treasurer manages CANFRO's finances, and the treasurer's duties include:

### **1. Banking:**

- (a) managing CANFRO's Canadian bank account;
- (b) monitoring activities in the Oaxaca bank accounts of CANFRO's agents;
- (c) receiving and depositing all donations made in Canada;
- (d) effecting approved transfers from and disbursements of funds from CANFRO's Canadian bank account, and
- (e) paying invoices as directed by the president, the vice-president in charge of finance, or the board of directors.

### **2. Records:**

- (a) maintaining accurate records for CANFRO's Canadian bank account and for relevant Oaxacan bank accounts of agents;
- (b) tracking and maintaining records of all individual donations made to CANFRO projects, whether made in Canada or in Oaxaca, and
- (c) receiving monthly bank statements from project managers for CANFRO projects and preparing bank reconciliations at the end of each month for all bank accounts, Mexican and Canadian.

### **3. Reports and Receipts:**

- (a) reporting donations to relevant project managers as soon as these are received;
- (b) preparing financial reports for board meetings;
- (c) preparing and filing the annual tax return for CANFRO, within six months of the end of each fiscal year;
- (d) preparing and filing any other financial report required by law, and
- (e) preparing and sending official tax receipts to donors at the end of the month in which donations are received;

### **4. Oversight:**

- (a) reporting to the board of directors, as needed, about key financial events, trends or concerns;
- (b) presenting information about CANFRO's financial health, as needed;
- (c) making annual recommendations to the board of directors about the need for an audit or an accounting review;
- (d) assisting in the selection of an auditor, as needed, or conducting and accounting review, and
- (e) ensuring that the board of directors develops and reviews financial policies and procedures, as needed.

## **SECRETARY**

The secretary's role is to maintain corporate records and to support board operations. The duties of the secretary include:

### **1. Corporate Records:**

- (a) holding CANFRO's original Letters Patent and Amended Letters Patent in a corporate record book;
- (b) holding CANFRO's bylaws and updated bylaws in a corporate record book;
- (c) holding copies of approved minutes of board of meetings in a corporate record book;
- (e) holding copies of approved minutes of committee meetings, as well as copies of committee reports in a corporate records book;
- (f) holding copies of official government correspondence in a corporate record book;
- (g) holding copies of signed agency agreements in a corporate record book, and
- (g) maintaining a list of names and addresses of all board members, corporate officers, volunteers or other associates, and holding this in a corporate record book.

### **2. Board Support:**

- (a) circulating notices of board meetings, agendas for meetings, reports for meetings and any other documentation relevant to board meetings;
- (b) preparing and circulating draft and final minutes of board meetings, highlighting action items and motions passed, and
- (c) circulating any other documents or information relevant to CANFRO's operations

## **PROJECT MANAGERS**

Project managers are responsible for communication between CANFRO and its agents, and for smooth operation of CANFRO's projects.

Each project manager's duties include:

### **1. Agency Agreements:**

- (a) ensuring that CANFRO and its agents have operating agency agreements in place;
- (b) amending or updating agency agreements, as needed;
- (c) monitoring compliance by both CANFRO and agents as to the terms of their respective agency agreements;

### **2. Communication with Agents:**

- (a) acting as liaison between CANFRO and its agents, and
- (b) reporting any questions or concerns about or from agents to the CANFRO board of directors, and assisting with resolution of these questions or concerns.

### **3. Donors and Outreach:**

- (a) building relationships with donors and encouraging donations to specific projects or to CANFRO generally;
- (b) sending personal thanks for individual donations to specific projects (in addition to the receipt and acknowledgment sent by the treasurer);
- (c) reviewing relevant website pages, those of both CANFRO and agents, and suggesting updates, as needed, and
- (d) collecting material (photos and stories) about the work of agents for publication on the CANFRO website and FB page, as well as in the CANFRO newsletter.

### **4. Finances:**

- (a) ensuring that donations are received and deposited pursuant to CANFRO's financial policies and procedures;
- (b) providing two-way communication about donations – forwarding information about donations received in Oaxaca to the treasurer in Canada, and forwarding information from the treasurer about donations received in Canada to agents in Oaxaca;
- (c) keeping updated donation forms available to agents and in various locations of importance to Canadians in Oaxaca;
- (d) authorizing transfer of funds from Canada to Oaxaca, and release of funds from Oaxaca accounts to agents, as needed;
- (e) collecting monthly statements pertaining to accounts operated by agents for CANFRO projects, and forwarding these to the treasurer pursuant to CANFRO's financial policies and procedures;

- (f) collecting receipts for all expenditures made from project accounts and forwarding these to the treasurer pursuant to CANFRO's financial policies and procedures;
- (g) preparing project reports on the fiscal year just concluded and project budgets for the upcoming fiscal year, and presenting these to the board of directors at each annual meeting, and
- (h) reporting to the board of directors at the first sign of any irregularity in accounting practices or management of CANFRO funds by agents, or of any other apparent breach of the terms of agency agreements.

## **BOARD MEMBERS**

Board members must understand and demonstrate commitment to the mission and vision of CANFRO. They must keep informed about the operation of CANFRO's projects and the financial health of both those projects and the organization as a whole. The duties of board members include:

### **1. Meetings:**

- (a) regularly attending board meetings;
- (b) preparing for board meetings by reading agendas, minutes, reports and other circulated documents;
- (c) reviewing and understanding financial reports and budgets;
- (d) seeking clarification or additional information, as needed, to participate effectively in board decision-making, and
- (e) actively contributing skills and knowledge during board meetings;

### **2. Additional Work:**

- (a) participating, as needed, in committee or other work on behalf of the board, and
- (g) standing for board office, as needed and if possible;

### **3. Ethical Issues:**

- (a) identifying and avoiding potential conflicts of interest;
- (b) maintaining confidentiality respecting board deliberations, and
- (c) ensuring that CANFRO is complying with all legal and regulatory requirements.

### **4. Donor Relations:**

- (a) building relationships with donors and encouraging donations to specific projects or to CANFRO generally.

## **VOLUNTEERS**

Volunteers must understand and demonstrate commitment to the mission and vision of CANFRO. They, like officers and board members, are ambassadors for CANFRO.

### **1. Website Manager:**

The website manager's duties include:

- (a) as a volunteer, monitoring the [www.canfro.ca](http://www.canfro.ca) website;
- (b) as a volunteer, working with the website board liaison person (see below) to make changes to the website, as needed, and
- (c) as a paid employee, completing more complex website maintenance work.

### **2. Facebook Manager:**

The Facebook Manager's duties include:

- (a) as a volunteer, making regular postings to CANFRO's Facebook page;
- (b) requesting and receiving updated material from project managers and others to post to the Facebook page, and
- (c) referring contact requests, questions or comments from the Facebook page to the president or to project managers, as needed.