



# *POLICIES FOR NGO-GRAMA VIKAS*

CONTACT PERSON:

M.V.N Rao  
Executive Director

ADDRESS

Grama Vikas,  
Honnsethalli,  
Yalgondahalli P.O.  
563 127  
Kolar District  
Email: [mvnrao2000@yahoo.com](mailto:mvnrao2000@yahoo.com)  
[gramavikas1@rediffmail.com](mailto:gramavikas1@rediffmail.com)

# INDEX

---

1.	COMMUNICATION POLICY	1
2.	CONFLICT MANAGEMENT POLICY	2
3.	CONFLICT OF INTEREST STATEMENT	3
4.	H R POLICY	4 - 12
5.	HOLIDAYS AND LEAVE POLICY	13-14
6.	PERSONAL RECRUITMENT POLICY	15
7.	PURPOSE AND CATEGORIES OF PERSONNEL	16-18
8.	POLICY AGAINST SEXUAL HARASSMENT	19-23
9.	POLICY FOR ANNUAL PERFORMANCE EVALUATION	24
10.	LEADERSHIP SUCCESSION PLAN FOR NGO	25
11.	CHILD PROTECTION POLICY	26-32
12.	FINANCIAL PROCEDURES AND PAYMENT RULES & REGULATIONS	33-35
13.	PROCUREMENT COMMITTEE AND ITS RULES	36-37
14.	COMPUTER POLICY FOR NGO OFFICE MANAGEMENT	38
15.	FIXED ASSETS POLICY	39
16.	EMPLOYEE SALARY BENEFITS POLICY	40-48
17.	EMPLOYEE TERMINATION POLICY	41-42

## ***Communications Policy for NGO Office Management***

---

### **1. Purpose**

The purpose of this policy is to control and reduce the communication cost in an effective way. Telephones are the most convenient and fastest mode of communication but for long distance communication, they are expensive.

There are other modes for fast communication such as courier, fax or e-mail. And out of these, e-mail is fast and more affordable. NGO prefers to use e-mail for out of station correspondence to reduce the communication costs. Telephones can be used for local calls and in emergency for national & international long distance calls.

Internet service at the office can be used to download and send email and to conduct work-related research.

### **2. Guidelines**

NGO provides the following guidelines to its staff to control telephone use.

- a) Telephone/Mobile users are requested to keep their conversations short in order to keep the cost down and to keep the lines open for other people in and outside the office that need to use the telephone.
- b) Employees have been provided monthly minimum fixed amount for currency for their mobile for the works related calls only
- c) In general, employees should avoid using phones for non-official calls and are encouraged to use STD/ISD facilities available outside the office. However, the non-official calls will be billed to employees at prevailing rates. To keep track of such calls, a record sheet is provided to each employee working in the office in order to make it easier to remember to record the long distance calls (STD / ISD). All long distance calls should be recorded on this sheet along with all required information and submit to the finance division each month.
- d) In order to minimize communication costs as much as possible, email should be used rather than fax or direct long distance calls.
- e) Copies of all in-coming and out-going official communications (fax, letters sent or received) should be filed. The employees sending / receiving important e-mails should be responsible to print and file such e-mails. A copy should go in the central file system.
- f) Regarding international phone calls, the need for the official call should be discussed verbally with the Executive Director, unless exceptional circumstances make this impractical.

## *Conflict Management Policy*

---

### **Conflict Management**

Whenever a dispute arises among the NGO staff, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director immediately.

### **Staff Behavior**

NGO expects its employees to adopt attitudes and behavior that maintain the good image of the organization. NGO employees shall display an exemplary level of professionalism and integrity.

Furthermore, besides the usual rules every good employee needs to follow (respect, courtesy, punctuality), there are particular procedures of conduct for members of the organization which must be observed.

#### **(1) Political Activities**

Since NGO is a non-political organization, employees shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials for these purposes.

#### **(2) Discrimination and Harassment**

Under the principles established by NGO, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work.

#### **(3) Conflict of Interest**

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by NGO, employees shall respect the following guidelines:

- It is prohibited to use NGO property for illegal or unauthorized purposes.
- It is prohibited for any NGO employee having confidential information to disclose it without express authorization beforehand.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization

## *Conflict of Interest /Statement*

### **Conflict of Interest /Statement of Assurance for NGO Management and Officers**

The Project Director, management staff and all individuals having signature and authority on the project bank accounts or the authority to execute financial or purchase transactions are required to complete this conflict of interest /statement of Assurance as requested in the project Audit Program. All completed statements are to be attached to the full audit report. All replies will be held in the strictest confidence.

To the best of your knowledge, have you any member of your family, or any project management staff, employee, or member of governing or parent's committee, participated in any of the following activities, relationships or transactions?

- A. Currently or previously had a conflict of interest involving business dealings or other financial or asset transactions with the project or have a financial interest in any firm, banking institution, vendor or service provider doing or seeking to do business with a project?
- B. Payments made to or reimbursements received from any political party, political committee, candidate for public office or any government official by the project.
- C. Accounting practices in which there were any undisclosed or unrecorded monies or assets of the project, false, fraudulent or wrongful entries were made on the books or records of project, and assets and transactions were executed or used without project management's authorization.
- D. Business transactions/relationships that involve misappropriations or misuse of any Grama Vikas controlled monies by Grama Vikas personnel or project personnel, members of the project governing board or Parents Committee, or any individual serving in any official capacity in projects and programs. These monies include contributions and donations, grants, DFCs or other gifts.

If you are aware of any such transactions or relationships, you should indicate yes and disclose below. If you are not aware of any such transactions or relationships, you should indicate no.

	Yes	No
Disclosure		
<hr/>		
Name (Project Management or Officer):	_____	
Signature:	_____	
Position:	_____	
Project Name:	_____	

This document is a part of the Project Audit. It must be completed, signed and returned to the appointed project auditor.

## *HR (Human Resource) Policy*

---

**Rules & Regulations which is applicable to Gram Vikas organization staff is as follows:**

### **Regulations:**

Gram Vikas is engaged in rural developmental activities. The organization might stop functioning whenever it stops getting financial aid at any point of time or for any other reason. Hence, we would like to inform all our staff who work here, not to have a misconception that this is a permanent job

1. Continuation of the job of employees depends upon their performance. Job performance appraisal will be done every year and the services will be continued for the next year, based on the financial status of the organization.
2. New appointments will be made based on interviews. Minimum qualification for the candidates seeking job in our organization is pass in PUC and minimum age is 20 years.
3. The selected candidates should submit their Resume, complete residential address, contact phone number, photograph, marks cards, driving license/proof of residence and other documents to the organization.
4. New comers will have to complete one month probationary period. Services will be confirmed only if the candidate's performance is found to be satisfactory.
5. Experience certificate will be provided only if the candidates complete minimum one year (excepting probationary period) of service.
6. In case the candidate's work is found not to be satisfactory the organization will have the power of removing him from services by giving one month notice or one month's salary (except probationary period).
7. In case any staff member wants to quit the job he/she should provide notice 3 months earlier, in writing. In this period they have to train their successors and hand over their responsibility to them.
8. Candidates who are quitting the job can do so only after settling all the accounts, documents, reports, returning all the materials/things related to the organization, vehicle and other things. You cannot avail holidays or absent during your notice period. In case if you are absent without permission your monthly salary will not be paid and you have to pay the money equal to your salary, upto the date of settling all your accounts. In case if the candidate does not settle all his responsibilities and accounts, his PF claim form will not be signed and he will not be given experience certificate. In case if the candidate does not follow the rules and regulations of the organization or violates or neglects them, and when the organization feels it is necessary to initiate action against you, it will be having power to impose fine or take legal action against you.
9. This agreement will be in force until the next agreement comes into existence.

### **Rules**

1. As the organization is engaged in rural developmental activities the staff members should be present in the office from 9.30 am to 5.30 pm. During village visits and field visits and during programmes or functions, the employees should visit the villages from 10.30 am to 7.00 pm and meet the children and villagers at a time which is convenient to them.

2. Employees who apply for leave should submit leave letter at least 1 week earlier (handover the responsibility), to the executive director or any other person whom he designates and get permission. Employees should not ask for leave when there is work pressure or there is pending work. In case if any employee absents for work without taking permission or applying for leave, he has to pay one day salary to the organization and his incentives will be withheld. Whenever the organization provides any facility to the employees, number of leaves availed by them will be considered. In case if the employee avails leave on health grounds, he should provide medical certificate.
3. The employees should perform their duties in any department including function area/department/program/finance, as assigned by the organization, with full commitment and complete their work within stipulated time.
4. Employees who have a record of poor quality work or delay in completing their works will have to pay fine or the organization will deduct from their salary.
5. In order to maintain transparency in work, the employees should provide work completed details on daily basis and they should enter the details in daily work verification report book. In case if they won't follow this they will not be provided increments and the organization will consider this point while providing any facilities to the employees.
6. The employees should regularly maintain attendance, movement register and other documents of the organization and submit the same for organization reporting structure, for verification. In case if any employee fails to do so, there increment will be withheld and this point will be considered to provide any pro-employee benefit.
7. The employees should prepare monthly, tri-monthly, half-yearly and yearly reports, including their work impacts and learnings and other documents required by the organization and the donor company and submit the same within stipulated time. In case if any employee fails to do so, there increment will be withheld and this point will be considered to provide any pro-employee benefit.
8. The employees should prepare monthly action plans (in the format provided by the organization) and perform their duties accordingly. They should prepare their action plans within time and submit them.
9. The employees should maintain all the programme related documents on the same day.
10. They should submit all the expenditure related details/accounts, bills (in specific formats) and submit them within the stipulated time and settle their accounts accordingly.
11. All the expenditure documents/accounts, bills should be certified by the person concerned according to the organization structure.
12. Along with expenditure details/accounts, bills, information/reports should also be submitted in specific formats as directed by the organization.
13. A separate plan should be prepared with respect to employees training/meetings/camps/programmes and other related activities and a report regarding the same should be submitted.
14. Minimum 3 quotations should be obtained for any expenses of the organization exceeding Rs.5,000/-. The authority concerned as per the organization structure should attest it.
15. In order to get advance, employees should submit applications atleast 8 days earlier and it should have signature of the authority concerned as per organization structure.

16. In case there is any difference (theft, wrong mentioning, negligence, etc.) in financial related matters with respect to organization/programme the employee concerned will himself be responsible for it.,
17. In case the employees face any problem from colleagues or others while working, they should bring it to the notice of the Director.
18. The employees should understand the aims, objectives, values and dignity, culture of the organization and work as per its interests.
19. Any other rules or regulations, apart from the above mentioned rules and regulations, will be informed to the employees through separate circulars. Such circulars will be considered under the organization rules.

### Facilities

1. Employees who work in our organization for more than one year will be provided a salary hike, after verifying their performance, and as per the rules and regulations made in the agreement and as per the financial status of the organization.
2. Depending upon the financial status of the organization and whenever possible, gratuity will be provided as per Government Acts and rules, to those employees who work for more than five years.
3. As per government rules, the organization will contribute 12% on the monthly salary, towards employees Provident Fund (PF) and the employees should also contribute atleast the same amount towards PF.
4. Employees can avail 30 days leave if they work for one year. It means two-and-a-half days per month leave. In case if the employees avail more number of leaves than this, they have surrender the leave day's salary.
5. When the financial position of the organization is good, employees will be provided leave allowance based on the rules and regulations mentioned in the agreement and based on the employee's work performance.
6. When the financial position of the organization is good, employees will be provided festival allowance based on the rules and regulations mentioned in the agreement and based on the employee's work performance.
7. When the financial position of the organization is good, employees will be provided one month bonus, based on the rules and regulations mentioned in the agreement and based on the employee's work performance.
8. Employees who intend to avail breakfast and food facilities from the organization should bear the expenses.
9. Simple boarding and other basic facilities will be provided to the employees.

**Annual holiday list:** There will be holidays on the days mentioned below. This included in 30days leaves/holidays. But the leaves should be availed by bringing it to the notice of the organization. There will be no holidays if there are visits by donors, training programmes, meetings, etc. Employees should participate without giving any reason. In case if any employee absents, salary will be deducted.



Holidays	Week	Holidays	Week
Chandramana Ugadi	1 day	Ayudha pooje	1 day
Labour Day	1 day	Bakrid	1 day
Varamahalakshmi Vrata	1 day	Last day of Muharram	1 day
Ramzan	1 day	Christmas	1 day
Gowri & Ganesh Chaturti	2 days	Makara Sankranti	1 day
Mahalaya Amavasye	1 day	Mahashivaratri	1 day
Vijayadashami	1 day	Good Friday	1 day

**Gram Vikas:**  
Stipulated time to submit programme and financial documents/plans/programme reports.

Sl.	What	Subject	Who	When	Remarks
A	Action plans				
1	Annual action plan	Programme implementation action plan	Employees who implement the programme	Within 5 <sup>th</sup> of the programme implementation commencement.	Programme and money should be utilized properly as per the schedule provided by the organization.
2	Half-yearly action plan	-''-	-''-	-''-	-''-
3	Tri-monthly action plan	-''-	-''-	-''-	-''-
4	Monthly action plan from 25 <sup>th</sup> to 25 <sup>th</sup>	1. Activity plan of employees 2. Programme implementation action plan	Every employee of the organization	On or within 1 <sup>st</sup> of every month	In the format provided in the agreement.
B	Programme reports				
1	Progress report  Monthly: from 25 <sup>th</sup> to 25 <sup>th</sup>	1. Employees work reports 2. Programme progress report, pictures, case studies	Every employee of the organization	On or within 1 <sup>st</sup> of every month	It should be in the format provided by the organization (activities, input, output, impact, indicators).
2	Tri-monthly progress report	1. Programme progress report, picture, case studies	Programme implementation staff	On or within 5 <sup>th</sup> after completion of the respective plan period	-''-
3	Annual progress report	1. Programme progress report, pictures, case studies	Programme implementation staff	-''-	-''-
C	As per donors instructions	-''-	-''-	On time	-''-

D	Financial reports				
	1. Monthly financial report	1. Accounts managers work progress report 2. Cash book, ledger, others of all departments 3. Receipts & payments statements, BRS, trial balance of all account heads  1. Government transaction financial reports 2. Donor's financial report 3. Variance report	Accounts manager	On or within 5 <sup>th</sup>	Should be in format specified by the organization
	2. Tri-monthly financial report	1. Receipts and payment statement	Accounts manager	On or within 5 <sup>th</sup> after completion of the programme	Should be specified format
	3. Half-yearly financial report	1. Receipts and payment statement of all accounts	Accounts manager	-'-	-'-
	4. Annual financial report	1. Receipts and payment statement of all accounts	Accounts manager	-'-	-'-

I have read all the rules of the organization and understood and am signing with my own intention. I will compulsorily follow all the rules and regulations in the interest of the organization and community.

### **Provident Fund rules & Regulations**

- Organization will contribute 12% on the salary of the employee, towards provident fund and the employee should also contribute a minimum of the same amount.

### **Rules to withdraw provident fund:**

- After quitting from service, the employee should avail relieving certificate from the director and PF account number and submit the same to the PF office and avail the PF withdrawal form.
- The form should be filled up at Gram Vikas and the same should be forwarded to the stipulated address within 60 days, through post, after availing the Director's signature.

**The Assistant Provident Fund Commissioner, Bangalore.**

- After completing the above process, the PF amount will be deposited by the PF office directly into the applicant’s bank account.

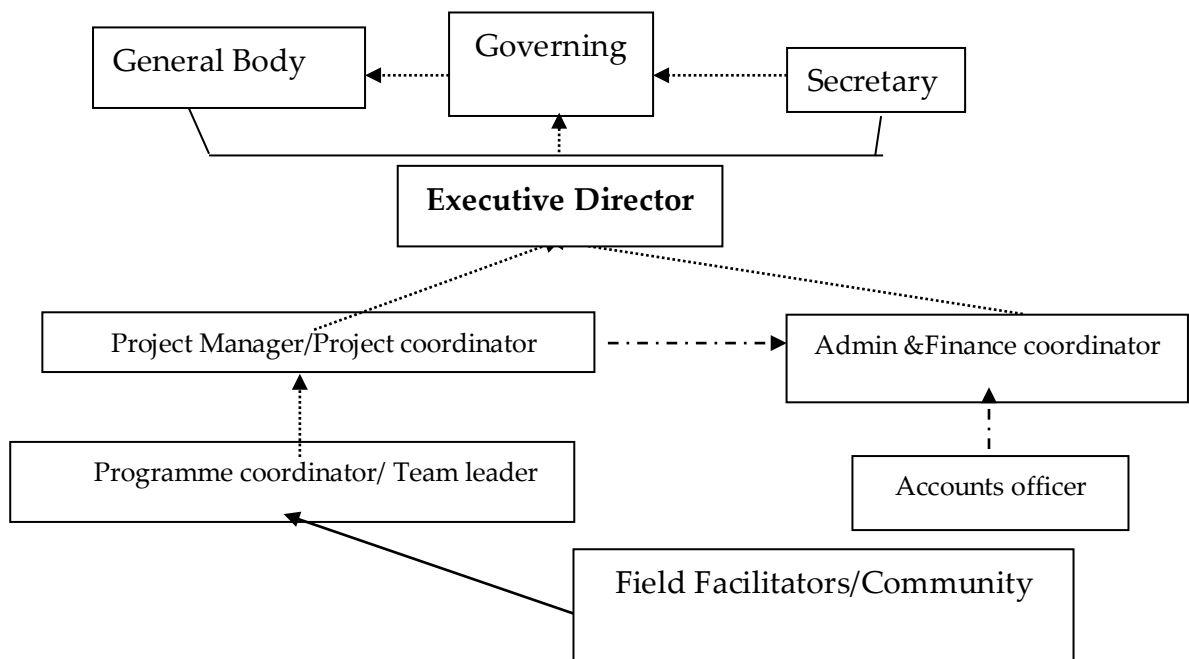
The organization will help you in getting the provident fund amount only if you have performed your duties satisfactorily and completed all the works. In case if you quit the job without giving notice, without handing over organizations’ material and without settling your accounts, as per rules, the organization will not sign the PF form.

**Instructions:**

Excepting that the applicant/staff member should bring the form to Gram Vikas office and get it filled up, the applicant/staff member himself will be responsible for all other related works and he should contact the PF office.

I have read all the above mentioned rules and regulations of the organization and am giving my consent.

**Reporting structure**



### Action plan formats/Template

Month: \_\_\_\_ Date of submission: \_\_\_\_ Name: \_\_\_\_ Designation: \_\_\_\_ SECTOR:: \_\_\_\_\_

1. Daily activity plan of employees: From 25<sup>th</sup> to 25<sup>th</sup>

Date	Employee activities	Place	Time	Work details/process	Result

2. Monthly plan of trainings/meetings/camps/programmes to be conducted (from 25<sup>th</sup> to 25<sup>th</sup>)

SI NO	Activity	Date	Place	Activity process/methods/usage of reading information material/taking response	No. of participant		No. of participants (villages/beneficiaries name should be provided separately)	Preparations for implementation	Human resource required for implementation (Name)	Financial resources required for implementation (in Rs.)
					Male	Female				

### Report formats/template

#### 1. Report of employees activities from dt: 25<sup>th</sup> to 25<sup>th</sup>

Date	Name of the activity	Place	Time	Work detail/process	Activity result

#### 2. visit report

Sl.	Name of the place	Date	Details of activity/process undertaken	Result	Points observed	Documents maintained and number	Problems
1							

#### 3. Monthly programme report

Sl. No.	Details of activity/process undertaken	Implementation details Process/methods/used/responses	Result and outcome	Total expenditure	Highlights (Successful or failure)

#### 4. Details of activities pending, which couldn't be implemented within planned period and reasons

Sl. No	Pending activities/process	Reasons for pending	Balance budget	Implementing date and proposal

### **Points to be mentioned in the activity wise/ programme wise report**

#### **Part - 1**

- Name of the activity
- Objective
- Implementing date, place, time from \_\_\_\_\_ to \_\_\_\_\_
- Participants, names of participants (focus group), villages participated, participants number
- At what level is the programme held? (village/cluster/taluk/district/state level)
- Details resource persons and their complete details
- Subject and other details of the activity
- Complete process/method and details of the programme.
- Participants opinion
- Programme follow up plan
- Details of villagers cooperation and participation
- Details of participation of other organizations/agencies
- Hurdles and problems faced
- Name of the participating organization members and functions.
- Details of volunteers participated and their works
- Benefit/outcome/change in the life of the beneficiary of the target group, people/community/children/girl child/others.

#### **Documents to be enclosed**

- Programme statistics
- Case studies
- Pictures

#### **Documents to be submitted while settling accounts, expenses**

- Programme process and completed report
- Name of the participants and complete details and signature

I have read all the rules and regulations of the organization and voluntarily giving my approval.

Employee's signature

Date

## *Holidays and Leave*

---

### **Holidays**

All employees are entitled to 15 days of paid leave due to public holidays. Public holidays are specified in advance by the Executive Director in consultation with staff members. Leave with pay may be granted to employees extra with the public holidays up to 15 days per year.

Employees who are required to work on public holidays are entitled to compensatory day off. NGO will keep records of number of hours/days worked by its employees on public holidays. Request for compensatory leave shall be substantiated with this record and approved in advance by the Executive Director.

In the event that a public holiday is declared by the Government on a certain day without prior notice, NGO staff cannot consider it a holiday until and unless notified by the Executive Director or the Board. All public holidays are subject to the approval of the Executive Director or the Board.

### **Leave without Pay**

- 1) Leave without pay may be granted to employees up to 10 days per year.
- 2) Leave without pay that is taken for half-month or more shall not be counted as time worked, hence no benefits shall accrue to the employees during such period.
- 3) Employees on probation are not entitled to leave with or without pay but can accrue such leave during the probationary period.
- 4) Leave without pay is applicable when the employee has exhausted all his/her annual and sick leave.

### **Absences**

(1) An employee who is unable to come to the office is required to notify the office of the reason for his/her absence.

(2) Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:

i. An employee that has been absent for two consecutive working days without notice nor explanation shall be personally sought of by the Executive Director. He/she shall be asked to put in writing the reason(s) for his/her absence.

ii. If, after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position.

iii. In cases where the employee cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the Executive Director, the employee may be subjected to disciplinary action.

## **Staff Movement**

### **(1) Assignments and Transfers**

According to project needs, any employee can be transferred temporarily or permanently to any location where NGO conducts its activities. The transfer may be the result of a promotion, a change in role due to service requirements or other reasons.

A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal. In addition, the employee concerned shall be notified one month in advance of his change in situation.

### **(2) Interim positions and promotions**

An employee may be called on to temporarily perform a job in a higher category. That does not automatically give him/her the right to the salary and benefits of this position. However, after a reasonable amount of time, NGO shall reclassify the employee in the category of the new job or return him/her to his/her former duties.

An employee who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee will be reclassified in the new job category and at a salary scale level higher than his former position. If the trial period is not satisfactorily completed, the employee will be reinstated in a position at the same level as his former position.



## *PERSONNEL RECRUITMENT*

---

NGO believes in equal employment opportunity to each individual, regardless of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.

### **Notice of Vacant or New Position**

It is the responsibility of the Board of Members to fill vacant positions as well as new regular positions and new temporary positions of a duration exceeding more than six months. The Board must make sure that the positions can be filled under the organizational budget.

For all new positions, a job description shall be established and include the following elements:

- Position summary
- Description of duties and responsibilities
- Conditions of work
- Qualifications

Notice of a new or vacant position must be approved by the Board before it is released publicly.

Recruitment for a new or vacant position can be opened to internal and external competition. For external recruitment, positions in the professional category can be advertised publicly through newspapers if they are regular positions, or if there is a limited tendering process for consultation.

### **Interview and selection**

As a general rule, a selection committee comprising of, at least two members shall be assembled for filling all positions.

The committee will go through the applications received, retaining those that show the best qualifications. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria.

A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

## *PURPOSE AND CATEGORIES OF PERSONNEL*

---

### **Purpose**

The purpose of the Personnel Policy is to set down the policies, conditions, rights and obligations of NGO employees subject to their performing of the duties and responsibilities in their respective job descriptions.

From the time of hiring, each employee will have access to this policy, so that he/she can adhere to it with full knowledge and information.

The policies described below may at any time be subject to modification if the Board of Members of NGO deems it necessary. In such cases, employees will be fully informed of the changes made.

### **Categories of Personnel**

All personnel working for NGO are classified into following types

#### **Employees**

Employees designate salaried individuals who, after a probationary period, are given ongoing assignments, either part-time or full-time, and are paid on monthly basis. They will be contracted on long-term basis subject to periodic evaluations and performance assessments. They will have the responsibility towards the day to day functioning and/or in any one of more ongoing/prospective projects of the organization.

All the employees of the organization are classified into categories. These categories are as follows:

1. Management Category:
  - a. Executive Director
2. Professional Category:
  - a. Program Officer
  - b. Researcher
  - c. Finance Officer
3. Support Category:
  - a. Administrative
  - b. Office Boy

#### **Consultants**

Consultants are professional experts hired by NGO on short-term basis only for the completion of specific tasks and assignments related to NGO or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on daily/monthly/weekly basis depending

upon the nature of their assignment. They will not be considered as full-time or part-time employees of the organization.

## **2. Volunteers and Personnel Recruitment**

### **Volunteers**

Volunteers are individuals who work at NGO out of their own choice or have been deputed at NGO by other organizations. They will be assigned tasks from time to time as deemed necessary by NGO. NGO will have a limited contract with volunteers and will not provide any compensation except under special conditions. They will not be considered as full-time or part-time employees of the organization.

### **Personnel Recruitment**

NGO believes in equal employment opportunity to each individual, regardless of race, color, **gender**, religion, age, sexual orientation, national or ethnic origin, **disability**, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.

### **Notice of Vacant or New Position**

It is the responsibility of the Board of Members to fill vacant positions as well as new regular positions and new temporary positions of a duration exceeding more than six months. The Board must make sure that the positions can be filled under the organizational budget.

For all new positions, a job description shall be established and include the following elements:

- Position summary
- description of duties and responsibilities
- conditions of work
- qualifications

Notice of a new or vacant position must be approved by the Board before it is released publicly.

Recruitment for a new or vacant position can be opened to internal and external competition. For external recruitment, positions in the professional category can be advertised publicly through newspapers if they are regular positions, or if there is a limited tendering process for consultation.

### **Interview and selection**

As a general rule, a selection committee comprising of, at least two members shall be assembled for filling all positions.

The committee will go through the applications received, retaining those that show the best qualifications. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria.

A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

## ***POLICY AGAINST SEXUAL HARASSMENT***

---

### **SEXUAL HARASSMENT AT WORKPLACE**

GV recognizes that sexual harassment is a serious criminal offence, creates an atmosphere of disharmony in the workplace and contributes towards destruction of dignity of persons. The Society believes that the workplace should be sexual harassment free and to that end has created structures for providing redressal within the organization.

### **UNDERSTANDING SEXUAL HARASSMENT**

Sexual harassment is defined to include any behavior by any person either individually or in association with other persons or by any person in authority whether directly or by implication. The following constitute sexual harassment:

1. When submission to unwelcome sexual advances, requests for sexual favours, and verbal or physical conduct of a sexual nature are, implicitly or explicitly, made a term or condition of employment, participation or evaluation of a person's engagement in any activity.
2. When unwelcome sexual advances, and verbal, non-verbal and/or physical conduct such as loaded comments, remarks or jokes, letters, phone calls or e-mails, gestures, exhibition of pornography, lurid stares, physical contact, stalking, sounds or display of a derogatory nature have the purpose and/or effect of interfering with an individual's performance or of creating an intimidating, hostile, or offensive environment.
3. When a person/s uses, with a sexual purpose, the body or any part of it or any object as an extension of the body in relation to another person without the latter's consent or against that person's will, such conduct will amount to sexual assault.
4. When deprecatory comments, conduct or any such behaviour is based on the gender identity/sexual orientation of the person and/or when the workplace (including the office premises and the villages or any public forum in the course of work) is used to denigrate/discriminate against person(s), or create a hostile environment on the basis of a person's gender identity/sexual orientation.

In addition to the above, where any comment, act or conduct is committed against any person and such person has a reasonable apprehension that,

- a. It can be humiliating and may constitute a health and safety problem, or
- b. It is discriminatory, as for instance, when the person has reasonable grounds to believe that his/her objection would disadvantage his/her in connection with future employment or study, including recruitment or promotion or advancement or when it creates a hostile environment, or

- c. It would result in adverse consequences if s/he does not consent to the conduct or raises any objection, it shall be deemed to be sexual harassment.

Sexual harassment shall also include any act by any person in charge of the management or any person employed by it to exploit the sexuality or sexual identity of a subordinate employee to harass her/him in a manner which prevents or impairs the employee's full utilization of employment benefits or opportunities. It also includes behaviour that covertly or overtly uses the power inherent in the status of the employer or the head of the institution or management to affect negatively an employee's work experience or career opportunities and/or to threaten, coerce or intimidate an employee to accept sexual advances or making employment decision affecting the individual or create an intimidating, hostile or offensive working environment.

### **RESPONSIBILITIES OF THE MANAGEMENT:**

It shall be the duty of the management to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution for acts of sexual harassment by taking all steps required.

The management will ensure that in addition to conducting regular sessions/ interactions to create awareness on sexual harassment at workplace,

- a. Prohibition of sexual harassment as defined above at the work place shall be notified and widely circulated in all the offices and in the offices of the partners;
- b. If anyone is found guilty of the above act, speedy action is taken to implement the recommendations;
- c. Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the management shall initiate appropriate action in accordance with the law by making a complaint with the appropriate authority or assist the complainant in making such a complaint by herself/himself.

### **COMPLAINT AND REDRESSAL MECHANISMS**

GV has set up redresses mechanisms to address sexual harassment at workplace by setting up Complaints Committee to deal with sexual harassment issue. This committee has been in existence since January 2006 will be for duration of three years.

Based on the draft Bill "the protection of women against sexual harassment at work place bill, 2010" passed by Union Cabinet on 4<sup>th</sup> Nov. 2010 and supreme court directive 1997, GV will now have a Complaint committee with five members:

- A Woman member of the society will be the convener
- Two members nominated or elected by GPs
- One representative from the Staff
- One expert on law and gender nominated by the Society.

The Committee will be elected after every three years.

## **PROCEDURE FOR ACCESSING THE COMPLAINTS COMMITTEE**

### **1. COMPLAINT**

- a. An aggrieved person may approach any one, more or all the members of the Complaints Committee and submit a written or an oral complaint within one month of the incident. Complaint after one month without sufficient reasons will not be entertained. All complaints will be addressed to the Convener.
- b. Complaints received orally will be reduced to writing by the concerned Member of the Complaints Committee and the signature of the Complainant would be taken.
- c. A copy of the complaint would be given to the Complainant with a proper receipt from the Committee.
- d. The proceedings of the complaint would be deemed to have commenced upon the receipt of the Complaint from the Complainant.

### **2. PRELIMINARY HEARING**

- a. Upon receipt of the Complaint, the Committee shall meet and examine the complaint to determine whether the allegations in the Complaint constitute sexual harassment.
- b. The Committee can requisition the presence of the Complainant in its determination of the same and also hear her/him orally after explaining to her/him the nature of this hearing.
- c. If the Committee comes to a conclusion that the complaint does not disclose any instance of sexual harassment, the Committee shall record its reasons in writing and close the complaint and hand over a copy of its reasons to the Complainant.
- d. The Committee must give an oral hearing to the Complainant before coming to the conclusion that the complaint does not disclose any instance of sexual harassment.
- e. It would be open to the Committee to direct the Complainant to submit a fresh complaint if during the preliminary hearing, the complainant discloses instances of sexual harassment.
- f. In cases where the Committee comes to the conclusion that the complaint does contain ingredients of sexual harassment, the Committee shall formally summon the accused and fix a hearing.
- g. The Committee shall ensure that the preliminary hearing commences within 15 days of the receipt of the Complaint and is concluded within 45 days from the date of receipt of the same.

### **3. HEARINGS BEFORE THE COMPLAINTS COMMITTEE**

#### **3A. NOTICE TO THE ALLEGED PERPETRATOR**

- a. The complaints Committee shall give opportunity for the accused to respond in writing to the allegations made against him/her.

- b. It shall be made known to the accused that the contents of the complaint and the subsequent statement recorded by the Committee would constitute charges against him/her and the response may be addressed on the same.

### **3B. REPRESENTATION**

- a. Both the complainant and the accused can seek the assistance of another colleague to represent them before the Complaints Committee.
- b. In certain cases where the Complainant/alleged perpetrator is unable to get any colleague to represent him/her, the Committee may help them identify persons to represent him/her;
- c. At all times, the Committee shall ensure that both the sides are given reasonable and equal opportunity to be heard.

### **3C. RECORDING OF STATEMENTS OF WITNESSES**

- a. Following receipt of the response of the alleged perpetrator, the Complainant and the alleged perpetrator shall be given time to submit to the Committee a list of their witnesses who shall depose before the Committee. The Committee shall be at liberty to identify persons to depose before the Committee as the Committee deems fit who shall be in addition to and independent of the witnesses submitted by either party.
- b. The deposition of the witnesses shall be in writing and both the parties would be given opportunity to cross examine the witnesses.
- c. It shall be the duty of the Committee to ensure that witnesses are not intimidated and are given immunity from wrongful disciplinary action that may be taken against them as a consequence of their deposition.
- d. The Committee shall also advise the witnesses their rights and the protection that would be given to them.

### **3D. CONCLUDING STATEMENT**

- a. Upon conclusion of the recording of evidence, the Complainant and the accused shall be given time to give their concluding statement to the Committee.
- b. The Concluding statement shall be submitted within 15 days from the date the last witness deposes and the copy of the same is handed over to both the parties;

## **4. INTERIM ORDERS/DIRECTIONS**

During the pendency of the proceedings before the Committee, the Committee shall have the powers to recommend interim directions including suspension, transfer or non-punitive leave of the alleged perpetrator. Transfer of the Complainant shall not take place unless s/he requests for the same.

## **5. REPORT OF THE COMMITTEE**

- a. The Committee shall give its final report indicating reasons for the conclusions and the recommendations arrived at to the Management and or Governing board within 60 days (two months) of receipt of the complaint;



- b. The report shall contain the entire proceedings of the Committee including the complaint, reply by the accused and the deposition of the witnesses.

In cases where the conclusions and/or recommendations are not unanimous, the dissent report may also be submitted to the Management or Governing Board

- a. The majority opinion shall however prevail.
- b. The Management shall confirm with or without modification the penalty recommended after duly following the prescribed procedure. The recommendation shall be implemented within 60 days (two months).

## 6. CONFIDENTIALITY

- a. Proceedings before the Committee shall be confidential and the committee shall direct every person to ensure that the proceedings of the Committee are not discussed outside;
- b. As far as possible, the identity of the complainant and alleged perpetrator shall be kept confidential;

## 7. DISCIPLINARY ACTION:

Where the conduct of an employee amounts to misconduct in employment as defined in the relevant service rules the employer should initiate appropriate disciplinary action in accordance with the relevant rules.

## 8. THIRD PARTY HARASSMENT:

Where sexual harassment occurs as a result of an act or omission by any third party or outsider the employer and the person in-charge shall take all steps necessary and reasonable to assist the affected person in terms of support and preventive action.

It is the moral responsibility of GV to provide referral services with minimum basic support including finance to initiate the process of legal justice if the victim so desires. However, the extent of financial support will be decided case by case by the Complaint Committee and management.

## 9. ANNUAL REPORT:

The complaints Committee shall prepare an Annual Report giving a full account of its activities during the previous year and forward a copy thereof to the Head of the Organization concerned.

**Savings:** Nothing contained in this code shall prejudice any right available to the employees or prevent any person from seeking any legal remedy under the National Commission for Women Act 1990, Protection of Human Rights Commission Act 1993 or under any other law for the time being in force. When such conduct amounts to a specific offence under the Indian Penal Code or under any other law, GV shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

## *Policy for Annual Performance Evaluation*

---

### **Annual Performance Evaluation**

The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee's work record. The evaluation addresses two fundamental questions. The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year. The second relates to the future and consists of identifying means to be considered to ensure the employee continues to grow and develop.

The performance evaluation form should include all the sections needed for the evaluation. This includes a section relating to performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities of the position, a section that specifies or targets what is needed for the employee's development and finally a section allowing the employee and the evaluator to express their comments and affix their respective signatures. The form should also include a performance level classification and a definition of each of these levels.

The annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary.

#### **1. Skill Training and Professional Development**

Depending on available funds, NGO should foster the professional development of its employees in order to be as effective as possible in its activities. The training programmes chosen should address the actual needs identified and expressed during performance evaluation sessions

#### **2. Bond**

As part of the staff and organizational development activities, NGO may at times decide to send a designated staff person for trainings and/or further studies both abroad as well as at local level. NGO will bear the full/partial costs of the trainings/studies for this. However, the designated staff sponsored for the trainings/studies is required to sign a bond with NGO that requires him/her to complete the full tenure of working with the organization.

## LEADERSHIP SUCCESSION PLAN FOR YOUR NGO

A “Leadership Succession Plan” may sound irrelevant for many NGOs in developing countries because these organizations do not visualize their future beyond projects. But now as time moves ahead and first generation leaders have to hand over responsibilities to the second generation for continuing the services of the organization, it is important to have a “Leadership Succession Plan.”

While it is true that succession will happen one day, is a plan essential? Yes, because if an organization decides upon handing over management responsibilities to a new leader at the last minute, it can cause misbalance in the structural system. Organization may end up being unmanageable and inefficient if proper leaders are not identified and promoted. A plan helps in identifying potential leaders, strengthen their capacities and then allow smooth transmission of responsibilities. Besides, a plan also helps ensure that there is back up to cover any risk of suddenly not having a leader. A Leadership Succession Plan also pleases the donor agency because the principles of accountability and transparency have been upheld by the organization.

How to develop the “Leadership Succession Plan” for an NGO?

The “Leadership Succession Plan” is mostly based upon the Performance Management System of the organization. The Performance Management is a critical component of the Human Resource Development. It ensures better performance and growth of your organizational staff. While applying it, more skilled staff members begin to rank well at the top. They can be used for filtering more talent to finally identify the leader under the Leadership Succession Plan.

Some tips on the “Leadership Succession Plan”

- The Board of Members should support and approve the plan
- When developing the Leadership Succession Plan, make sure that you have identified the leadership needs of your organization in the next five, ten or fifteen years
- Leadership Succession Plan is not about just identifying one leader such a director. It is also about the team of leaders within the organization, who lead others and handle major responsibilities. During staff analysis, list out the individuals who may be retiring in the next five years or so and what skills and competencies are needed to fill their positions.
- Through Performance Assessments, identify the potential staff members who can become the next-generation leaders of the organization
- List out skills and competencies needed for leaders in the present generation like for example, they need to be familiar with technology which is a requirement in this age unlike for the first generation leaders of NGOs.
- Determine the training and development needs of the potential leaders in the staff and being the process of involving them in the decision-making process of the organization.

## *Child Protection Policy*

---

Farmed by the U.N. Convention on the Rights of the Child, Grama Vikas's work to promote children's holistic development aims to strengthen family and community systems that support child protection and well – being. Consistent with its mission, Grama Vikas strives to promote children's best interests and create positive environments in which children grow up amidst respect, hope and social justice. Recognizing the inherent worth of each child Grama Vikas accepts its responsibilities to protect children from harm, to promote children's rights, and to insure children's healthy development. Since Grama Vikas works in situations that present serious physical, emotional, and social risks to children's well – being and that involve unequal power relations, it is vital to define clearly Grama Vikas's commitments to child protection. Through this policy Grama Vikas defines its Code of Conduct to which all Grama Vikas staff and volunteer workers (Grama Vikas staff, board members, volunteers, interns, contractors, project staff) in partner communities must adhere.

Grama Vikas recognizes that each country has its own legal systems. The policy and standards must be interpreted and enforced in accordance with local law. There may be instances in which the policy and standards are more stringent than local law. In these instances, GV policies and standards take precedence.

GV is committed to a culture that empowers beneficiaries to be knowledgeable of their rights, to know what is acceptable and unacceptable, to know what to do when there are problems.

### **Discrimination**

Definition: Discrimination is unequal treatment of individuals or groups on the basis of personal characteristics such as disability or appearance or group characteristics such as ethnicity or religious orientation. Examples of discrimination include but are not limited to :

- Program services that benefit men more than women;
- Hiring preferences for Christians over members of other denominations;
- Use of demeaning labels or images in regard to particular ethnic groups;
- Passive acceptance of a situation in which disabled children are socially isolated and kept out of school;
- Stigmatization of or service denial to people on the basis of their HIV / AIDS status ;
- Service delivery only to particular ethnic, religious, or political groups.

Policies:

GV will not discriminate in its employment, program, or services on the grounds of religion, gender, race, ethnicity, national origin, language, sexual orientation, HIV / AIDS status, marital status, disability, age, or political

GV will not discriminate against or show favor of particular children.

GV will respect the cultures, practices, and traditions of all people and display cultural sensitivity to host communities and countries where it works.

GV will promote gender equity in all its programs.

### **Harassment**

Definition: Harassment consists of unwelcome comments or behavior that is offensive, demeaning, intimidating, or physically harmful. Examples of harassment include, but are not limited to:

- Actual or threatened fighting;
- Name calling or use of threats, slurs, or degrading jokes;
- Use of visual means such as leering, gesturing, or displaying intimidating or demeaning pictures, cartoons, or posters;
- Writing of offensive or threatening letter, memos, or emails.

### **Policies:**

GV prohibits harassment of any employee, program participant, partner, vendor, or member of communities in which GV conducts programs.

GV employees and project workers will treat each other and those whom they serve with respect and dignity.

GV will hire and train representatives who treat all involved with the highest standards of respect.

GV will hire / train representatives of the highest integrity who are accountable, responsible and create an environment of openness for all involved.

GV will maintain a safe environment where beneficiaries come to participate in Donor's activities.

GV representatives will not use their relationship of authority inappropriately.

### **Sexual Harassment**

Definition: Sexual harassment consists of unwelcome sexual advances, comments, jokes, or conduct of a sexual nature. Examples of sexual harassment include but are not limited to:

- Unwelcome sexual commentaries about a person, their manner, or appearance;
- Sexual suggestive or obscene letters, posters, or emails;
- Actual or threatened physical contact such as patting, pinching, or other offensive touching;
- Degrading jokes based on sexual orientation or gender.

**Policy:**

**GV prohibits sexual harassment of any individuals, employee or program participant, regardless of their work relationship.**

**Exploitation**

Definition: Exploitation is the abuse of one's power by coercing or leading children into activities such as child labour and trafficking that violate children's rights. Examples of exploitation include but are not limited to:

- Children's involvement in heavy, dangerous, or forced labor;
- Selling or buying children for economic gain;
- Recruitment of children into armed groups;
- Sending children to work in dangerous situations;
- A staff superior uses his or her power to coerce a subordinate to do things that are not part of the employee's job responsibilities

**Policy:**

- **GV prohibits exploitation of all individuals, where staff, children, or participants in community projects.**
- **GV staff will uphold the child labor laws of the country and ensure children are protected by these laws by reporting any witnessed or suspected exploitation.**

**Sexual Exploitation**

Definition: Sexual exploitation consists of misusing a position of power to pressure or demand others to provide sexual favors.

GV is a member of Inter Action, an alliance of over 160 U.S. based international development and humanitarian non – governmental organizations. GV has taken a leading role in InterAction's effort on Child Protection, including membership in a committee which produced the June, 2002, "Report of the Interaction Task Force on the Prevention of Sexual Exploitation of Displaced Children". GV has based its policy on the core elements of this document.

**Policy:**

**GV adheres to the six core elements spelled out by the InterAction Task Force on the Prevention of Sexual Exploitation of Displaced Children:**

GV is a member of Inter Action, an alliance of over 160 U.S. based international development and humanitarian non – governmental organizations. GV has taken a leading role in InterAction's effort on Child Protection, including membership in a committee which produced the June, 2002, "Report of the Interaction Task Force on the Prevention of Sexual Exploitation of Displaced Children".

“Different considerations will arise regarding the enforcement of some of these principles for humanitarian workers hired from the beneficiary community. While sexual exploitation and abuse and the misuse of humanitarian assistance will always be prohibited, discretion may be used in the application of the principles regarding sexual relationships for this category of humanitarian worker”. This footnote is contained in the

- Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment;
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defense;
- Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries.
- Sexual relationship between humanitarian workers and beneficiaries are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work.
- Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same agency or not, s/he must report such concerns via established agency reporting mechanisms.
- Humanitarian workers are obliged to create and maintain an environment which prevents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibilities to support and develop systems that maintain this environment.

### **Prostitution and Sex Trafficking**

Definition: Prostitution consists of providing sexual favors or activity in exchange for money or other economic gain. GV follows the definition of sex trafficking outline in the UN Protocol to Prevent, Suppress and Punish Trafficking in Person, which prohibits the recruitment, transportation, transfer, harboring or receipt of person, sale, or transfer of persons for purposes of commercial exploitation, including sexual exploitation.

#### **Policy:**

**GV opposes prostitution, sex trafficking, and other forms of trafficking in persons.**

### **Child Abuse, Neglect and Safety**

Definition: Child abuse consists of children’s exposure to situations that cause children harm, usually as the result of the parent or caretaker to insure a reasonable standard of care and protection. Abuse may be physical, sexual, or emotional harm resulting from the actions of the parent or caretaker. Abuse also includes neglect, the failure to meet a child’s basic needs or to protect the child from hazards such as extreme cold or playing in dangerous places. Examples include the following but are not limited to:

- Sexual abuse of children through touching, or rape;

- Involvement of children in pornography or showing child pornography via the internet;
- Harsh emotional treatment of children through isolation, rejection, or teasing;
- Severe physical punishment of children;

Inter Action Task Force report and is intended to address situations such as the employment eligibility of a person who is married and his/her husband/ wife is less than 18 years of age.

- A GV – sponsored child abuses another child;
- Allowing children to play in dangerous places such as building rooftops or minefields.

### **Policies:**

GV staff and volunteer workers will not abuse children through either action or neglect.

GV staff will work in a proactive manner to protect children's safety from harm.

GV representatives will avoid being placed in compromising or vulnerable positions.

GV representatives will realize that they are always the responsible parties, even if a child initiates an inappropriate relationship or behaves in an unacceptable manner;

GV representatives will not condone or participate in behavior of children which is illegal, unsafe or abusive.

GV representatives will not provide shelter in their homes except in case of extreme emergency for a limited time.

GV representatives will not put themselves in positions where their actions (physical, verbal or otherwise) are offensive, inappropriate, abusive, neglectful or exploitative.

GV representatives will ensure that all confidential information is handled appropriately.

### **Reporting**

All employees have an obligation to report violations of these policies. GV will not tolerate any form of coercion, intimidation, reprisal, or retaliation against any employee who makes a report regarding a possible violation of this policy or who provides information or assistance in an investigation. See Child Protection Standards in the following section for details on reporting and investigating concerns.

### **Policy:**

Due to the sensitivity of reporting and known underreporting of child protection incidents throughout child-focused international agencies, GV offices will democratically select two staff members (one man and one woman) that will act as point persons for receiving incident reports, suspicions of violations, child abuse or known breaches of the Code of Conduct. Staff will report



alleged violations to these staff “point person” who, in turn, will report alleged violations simultaneously to the National Office Director and the Regional Representative. If the National Director is under suspicion of violation the point person will report to the Regional Representative. If a person knowingly chooses not to report an incident, then s/he will be removed from any association with GV. Anyone found in violation of the Code of Conduct will be subject to appropriate disciplinary action up to and including dismissal from employment.

### **Code of Conduct:**

The following Code of Conduct, although it is not part of GV’s child protection policy, provides a summary that is useful in helping local staff and GV partners agencies understand the key points of the policy and to relate in to the behavior expected of them.

DONOR representatives (Donor Staff, board members, Volunteers, interns, contractors, project staff) will conduct themselves in a manner where the needs of the children are always the primary consideration. Representatives’ interactions with children, their families and community members must always meet the highest levels of integrity. GV recognizes that each country has its own legal systems. The policy and standards must be interpreted and enforced in accordance with local law. There may be instances where the policy and standards are more stringent and take precedence over local law.

### **GV acknowledges that its representatives will:**

- Maintain a safe environment where beneficiaries come to participate in GV’s activities .
- Organize work to minimize risks
- Hire/train representatives of the highest integrity who are accountable, responsible and
- Create an environment of openness for all involved
- Hire/train representatives of the highest standards of respect
- Establish a culture that empowers beneficiaries to be knowledgeable of their rights, to know what is acceptable and unacceptable, to know what to do when there are problems
- Ensure that all confidential information is handled appropriately
- Encourage that breaches of the Code of Conduct are immediately reported to management, where prompt actions are expected. Anyone found in violation of the Code of Conduct will be subject to appropriate disciplinary action up to and including dismissal from employment.

In addition representatives:

- Will not discriminate in its employment, program, or services on the grounds of religion, gender, race, ethnicity, national origin, language, sexual orientation, marital status, disability, age or political conviction.
- Will not discriminate against or show favor of particular children
- Will respect the cultures, practices, and traditions of all people and display cultural sensitivity to host communities and countries where it works.
- Will promote gender equity in all its programs.
- Will not harass any employee, program participant, partner, vendor, or member of communities in which GV conducts programs.

- Will treat each other and those whom they serve with respect and dignity.
- Will hire and train representatives who treat all involved with the highest standards of respect.
- Will hire/ train representatives of the highest integrity who are accountable, responsible and create an environment of openness for all involved.
- Will maintain a safe environment where beneficiaries come to participate in GV's activities.
- Will not use their relationship of authority inappropriately
- will not sexually harass any individuals, employee or program participant, regardless of their work relationship
- Will not exploit any individual, whether staff, children, or participants in community projects.
- Will uphold the child labor laws of the country and ensure children are protected by these laws by reporting any witnessed or suspected exploitation
- Will not abuse children through either action or neglect
- Will work in a proactive manner to protect children's safety from harm
- Will avoid being placed in compromising or vulnerable positions.
- Will realize that they are always the responsible parties, even if a child initiates an inappropriate relationship or behaves in an unacceptable manner;
- will not condone or participate in behavior of children which is illegal, unsafe or abusive
- Will not provide shelter in their homes except in case of extreme emergency for a limited time.
- Will not put themselves in positions where their actions (physical, verbal or otherwise) are offensive, inappropriate, abusive, neglectful or exploitative
- Will ensure that all confidential information is handled appropriately.

Finally, GRAMA VIKAS representatives understand the following:

- Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment;
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defense;
- Exchange of money, employment, goods or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries.
- Sexual relationship between humanitarian workers and beneficiaries are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work
- Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same agency or not, s/he must report such concerns via established agency reporting mechanisms.
- Humanitarian workers are obliged to create and maintain an environment which presents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibilities to support and develop systems that maintain this environment.

## **GRAM VIKAS: FINANCIAL PROCEDURES AND PAYMENT RULES & REGULATIONS**

---

All the members of Gram Vikas organization should follow the following rules & regulations pertaining to financial matters.

### **Advance money**

1. If members/team leaders require advance money for implementation of programmes, they should submit requirement application.
2. Advance money requirement applications possessing the signature of the person or authority concerned should be submitted to the accounts officer, at least 7 days earlier.
3. Complete information including the purpose of required money, i.e., programme details, expenditure details, head wise expenses list and date, place and other details of the programme should be mentioned in the application.
4. Any expenses which exceed Rs.2500 should be paid through cheque, by the organization. Hence, shouldn't be paid cash to a single person or shop or institution.
5. The bill amount should be settled by paying in the form of cash within 7 days from the date of receiving advance. If the last day is a holiday (government holiday/Sunday), the next day will be considered as the last date.
6. If the advance money is pending, another advance will not be provided.

### **Bills**

1. Original bill should be submitted compulsorily, not a scanned or photo copy and (Original bill should include Proprietor signature, complete address with phone number, Tin number.)
2. Bill should be self-explanatory.
3. If it is contract service payment/bill, Agreement copy should be submitted/enclosed
4. Hand receipts are 99% restricted. They should be submitted in the form of printed receipts and it should have address with seal and telephone number of the payer.
5. Receiving, paying of bills in the name of staff is 99% restricted (except those which are related to the staff directly)
6. Rs 500/- & above expenses related to milk, vegetables, water, newspaper, etc., should also be paid only through cheques.
7. While submitting the bill, details like what, when, where, from whom, who, etc., everything should be written clearly in a activity report by the staff members.
8. Transfer of payment (Cash/cheque/DD (NEFT) should be made only after submitting the bills. Programme coordinator, staff, team leader concerned, accounts officer should verify the bills directly and write remarks and sign it.
9. Payment can make only after receive the bills

10. If the bill of expenses is not submitted within 7 days after incurring the expenses, the organization will not pay the amount for the period after that date. In such cases the members themselves will be responsible for the payment.
11. Required details like name, account number, IFSC Code, address of the bank of the account holder, etc., should be collected before transferring the bill amount to the service provider/vendor through cheque/DD/cash transfer (NEFT).
12. TDS /PT deductions should be made in case it applies for any payment (PAN copy card should be collected if applicable).
13. The staff/members who receive cash/cheque/DD should sign the voucher.
14. Every staff should maintain bill details book in order to prevent any kind of suspicion between the accounts officer and staff.
15. The programme coordinator, finance coordinator should verify the tally voucher and sign it and avail approval from the Director.

### **Approval**

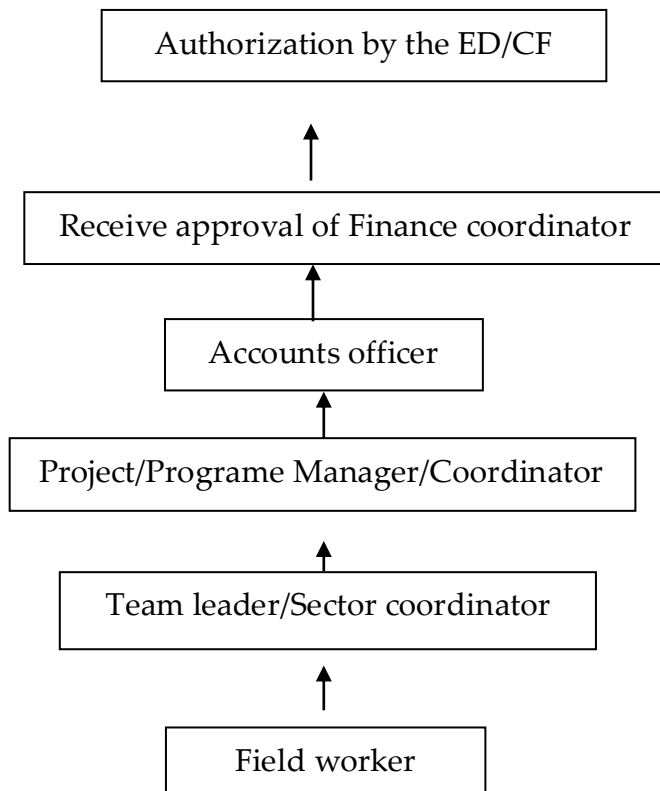
1. The financial/expenses/Activities plan (proposal) should be submitted after verification by the Manager and sign it, at least 8 days before the day of expenses. The plan should be submitted to the finance coordinator and get it approved.
2. In special occasions separate applications should be submitted and approval should be availed.
3. Only the amount available under various heads is permitted for spending.

### **Purchase rule:**

1. A minimum of 3 quotations should be produced against expenses which exceeds Rs.5000/-.
2. This quotation requirement applies for writing and training material (stationeries), other material facilities and other related things, building lease, Xerox, sowing seeds and other agricultural implements, labour contract, etc.
3. Before accepting quotations, quality should be checked and then price analyzation should be made.
4. A comparative statement of the quotations should be prepared.
5. Quotations should be invited according to approved budget from minimum 3 vendors.
6. The received quotations should be placed before the procurement committee for approval.
7. After approval of procurement committee it should be placed supply or service order
8. Along with original bill with TIN number/PAN card which is applicable, Quotation's invitation copies (from minimum 3 vendors), supply/ service order letter, Procurement committee approval letter should be submitted.
9. Approval from procurement committee, financial arrangements required and other process of procurement should be completed within 15 days after receiving the quotation.

### **Verification and accountability**

The following steps should be followed with respect to receiving advance amount, bill payment and follow financial rules and regulations



As mentioned above, the concerned persons should follow the instructions without fail.

### *Grama Vikas: Procurement Committee and Rules*

---

1. A procurement committee is formed at organization level.
2. Apart from the authorized signatories, accounts officer, procurement staff, the procurement committee includes other people nominated by the organization.
3. Based on experience, a member of procurement committee will perform as Convener.
4. This procurement committee coordinator will be responsible for activities like organizing procurement committee meeting, monitor the procurement committee rules and regulations are being followed, maintaining procurement committee documents, submitting procurement committee documents to the Director and availing approval, etc.
5. The procurement committee meeting will be held once every month and it may conduct emergency meeting
6. The procurement committee meeting will be held at Honnasetthalli at 11.00 am.
7. The procurement committee should conduct a meeting and discuss the rules and regulations, proposals and approve quotations and mention their decisions in the meeting proceedings book.
8. All the documents pertaining to procurement and procurement committee should be maintained separately at the organization level.
9. The procurement committee should maintain all the documents of every meeting in separate files and submit it before the financial coordinator and the director for their approval, within 2 days.
10. The members/staff concerned will be permitted to transact after availing the approval.
11. The procurement committee and coordinator will change once in a year.

### **FORMATION OF PROCUREMENT COMMITTEE**

Grama Vikas staff meeting was held on 09-06-2015. In the meeting proposal for the formation of “Procurement Committee” is forwarded and discussed about the same. To form four members committee, eligibilities of the members are listed out. Excluding Accountant as payer, Programme coordinator as purchase staff other staff members/Coordinator has been appointed for committee as members. Also came to a decision, that the cheque signatory should not be the member of procurement committee. Seven different groups list was prepared based on the designation of the staff member. Finally members of procurement committee are selected as under and selected a convener.

Sl. No	Name	Designation
1	Smt. Papamma, Member , General Body, Grama Vikas	Member
2	Smt. Asha S Program Manager, Grama Vikas	Convener
3	Smt. Savithri, Sector Programme coordinator Grama Vikas	Member
4	Smt. Vindhya, Community Mobilizer Grama Vikas	Member

Procurement committee rules and regulation are formed separately and listed as follows,

1. All the approved purchase bills of DONOR Project of the year 2015-16 has to be listed and handed over to the organizer.
2. Based on the purchases, at least 3 quotations have to be collected by the programme coordinator and has to be submitted with complete details about the purchases. Any purchases of Rs.5000/ and above should have minimum 3 quotation.
3. Comparative statement has to be prepared for the quotation collected.
4. Any purchases related to development of Grama panchayath, Smt. Asha will be away from the committee. In that case Smt. Bahrathi programme coordinator will be the Convener of that meeting.

Procurement committee will take decision after analyzing perfect quotation and correct price for the purchases.

## *Computer Policy for NGO Office Management*

---

### **Purpose**

NGO seeks to effectively manage 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.

### **Use**

Using computer equipment requires particular care because of its fragility and high cost. Access to the equipment should thus be strictly reserved to NGO employees only. Those employees who are unable to handle commonly-used software will be given an orientation by the senior staff on request. At least one NGO employee will be trained in handling minor maintenance of computers and accessories at the office.

### **Security**

- a. In order to safeguard the computers against viruses, the external drives (CDs/DVDs/floppies/pen drives) that are at NGO office are only to be used. In the same way, no external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with latest anti-virus software.
- b. In order to safeguard computers from viruses, antivirus software has been installed in 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.
- c. 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.
- d. The computers of the NGO should normally be used by its employees. Consultants and volunteers should seek prior permission of NGO employee before using his/her computer in the office

### **Saving documents in the Computers**

In order to streamline the procedure to save documents in the computers and to make it easier for people to find documents and make back-ups of important documents, each employee should have a c:/my documents directory in his/her computer. This directory should be broken down into sub-directories to facilitate retrieval of important documents. Each employee will include a copy of all their important documents to be backed up on a directory entitled backup.

### **Back-ups of Documents**

In order to safeguard important documents and other work done by the staff, the back-up directory of the employee shall be backed up on CD/DVD once every week (every Friday) and the CD/DVD stored by the employee



## *Fixed Assets Policy*

---

### **Purpose**

To carry out its activities, NGO needs material resources. The quality of these resources is dependent upon how they are used. Material resources are in large part durable goods, which need to be well-managed to be maintained in good condition. These goods include stationary, tables, chairs, shelves, computers and related accessories. The Fixed Assets Policy will aim for:

- Precise identification of goods that are part of the asset base;
- Sensible use of goods;
- Periodic taking of physical inventory;
- Effective maintenance of goods;
- Replenishment of goods when required.

### **Procedures**

At NGO, the management of material resources is the responsibility of the staff. The procedures involved in managing these resources are:

- Receiving and recording goods;
- Using goods properly;
- Maintaining goods;
- Taking inventory of goods;
- Disposing of goods.

Material resources are managed by means of records or files.

### **Asset inventory**

The purpose of the inventory is the physical monitoring of the items belonging to a project. The inventory makes it possible to detect differences between information about goods in the records and the actual state of goods.

Inventory is usually done once a year and is the responsibility of the finance division.

### **Procedures**

The inventory procedure is composed of the following steps:

a. Creation of record cards on which is found:

- Type of item
- Description of item
- Identification code

## EMPLOYEE SALARY BENEFITS

---

### **1. Salary Benefits**

**(a) Bonus:** All employees shall receive an annual bonus equal to one month's basic salary. Bonus will be included in the monthly salary payment of the month preceding the festival.

However, new staff on will not receive any annual bonus until the completion of the three-month probationary period.

### **(b) Provident Fund**

All regular employees are expected to set aside 12% of monthly pay to his/her provident fund as per PF guidelines. NGO will contribute the same amount on monthly basis. Both the employee's and NGO's contributions are deposited in a PF account OR in a savings account under the employee's name. The provident fund can only be withdrawn upon the employee's resignation from NGO.

### **Compensation against Accident of the staff during Service**

In the event that the staff succumbs to an accident while working for NGO, i.e. during the office hours or during field trips, he/she is entitled to receive compensation amounting to a maximum of two-month salary of the individual to cover the medical expenses.

### **Working Days and Hours**

**Working Days:** NGO will follow a 6 days a week working schedule from Monday to Saturday and Sundays is considered non-working day.

Unless otherwise specified, NGO will observe the same public holidays as those prescribed by the Government not exceeding 15 days a year. The Executive Director will prepare a calendar of public holidays not exceeding 15 days calendar days at the beginning of each fiscal year and circulate it to all staff. And extra 15days for emergency/sick.

**Office Hours :** The office shall open from 09.30 am in the morning till 05.30 in the evening. All employees are expected to complete 8 working hours daily. There will be one hour lunch-break.

**Overtime:** Various factors, such as workloads, operational efficiency, and staffing needs, may require variations in an employee's total hours worked each day. In such circumstances, the employee may have to work beyond the scheduled office hours.

Under such circumstances, the staff working overtime is entitled to payment for working overtime and is authorized by its immediate supervisor for the same. However, no overtime compensation will be provided for staff during field trips. The overtime rate will be paid on hourly basis and will be calculated on the basis of the basic salary.

**Prohibition on Outside Employment and/or Engagement**

Full-time regular employees of NGO are not allowed to undertake outside employment.

**Termination of Employment****Conditions for Termination**

Employees shall lose their jobs under any of the following conditions:

**(1) Voluntary Resignation**

i. Personnel wishing to resign from post may do so by giving a resignation letter to the Executive Director stating the reasons for resignation and effective date of the same. One month of prior notice is required for such resignations.

ii. The date in which the resignation letter is received at the NGO office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

**(2) Redundancy of the Position**

Depending on the nature and volume of its operation, NGO may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from NGO with proper notice. While doing so, NGO will give at least 2 months' notice in advance.

**(3) Termination with Cause Grounds for employee termination is the following:**

- i. Continuing inefficiency and gross negligence of duty.
- ii. Fund embezzlement.
- iii. Misuse of office equipment, and other properties.
- iv. Repeated unauthorized absences and leaves
- v. Intoxication while on official business or within office premises
- vi. Unauthorized disclosure of official information

**(4) Retirement**

When an employee reaches the age of retirement, according to the country's law, the employment relationship comes to an end. NGO shall notify the employee by letter, stating the date the employment terminates.

The retiring employee shall receive salary up the date of departure and other allowances such as the Provident Fund, as specified in his/her agreement.

## **(5) Death**

When an employee dies, his/her salary and benefits will automatically be paid to his/her legal heirs.

### **Procedures for Termination and/or Disciplinary Action**

- i. NGO will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.
- ii. The employee is given 3 working days to submit his/her explanations.
- iii. Based on the written explanations submitted by the employee concerned and the strength of evidence presented, NGO may choose to decide on the charges or pursue further investigation of the case.
- iv. NGO can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:
  - a. Should the employee be in a position to tamper with the evidence against him/her.
  - b. Should the employee's continuing presence in the organization be deemed inimical to the interest of the organization.