



ORGANIZATIONAL POLICY

OF

ROSHNI WELFARE ORGANIZATION (RWO)

COVERING

HUMAN RESOURCE MANAGEMENT
ACCOUNTING & FINANCE
ADMINISTRATION
GENDER POLICY

YEAR 2021

Contents

Chapter 1: Introduction & Governance	6
1.1. An Introduction to the Organization	6
1.2. Commencement of the rules and Right of Amendment & Interpretation	6
1.3. Vision	6
1.4. Mission	7
1.5. Values	7
1.6. Registration	7
1.7. General Body	7
1.8. Executive Body & its Term	7
1.9. Eligibility for becoming members of the organization	8
1.10. Elections.....	8
1.11. Selection of Board of Directors.....	8
1.12. Powers and Functions of Executive Body	8
1.13. Termination from the General Body	9
1.14. Board Meetings & Quorum	9
1.15. Individual Performance of Members of Executive Body	9
1.16. Statutory Reporting	9
1.17. Organizational Structure.....	10
1.18. Mode of Communication between Board Members and ED.....	11
1.19. Travels and Honorarium of Board Members for attending Meetings	11
1.20. Rules and Definitions	11
1.21. Objectives of the Organizational Policies	11
Chapter 2: Human Resource Management Policies & Procedures.....	12
2.1. Employment Related Matters.....	12
2.1.1. Classification/ Categories of Staff	12
2.1.1a. <i>Permanent Staff</i>	12
2.1.1b. <i>Probationary Period</i>	12
2.1.1c. <i>Confirmation</i>	12
2.1.1d. <i>Contract Staff</i>	12
2.1.1e. <i>Consultants & Short-Term Employments</i>	12
2.1.2. Appointing Authority	13
2.1.3. Recruitment Policy.....	13
2.1.4. Recruitment Procedure.....	13
2.2. Employment Contract	14
2.2.1. Job Description	14
2.2.2. Personal Files	14
2.2.3. Office Cards	15
2.3. Conduct of employees.....	15
2.3a. <i>General Behavior</i>	15
2.3b. <i>Exclusive Service & conflict of interest</i>	16
2.3c. <i>Punctuality and Attendance</i>	16

2.3d. Professional Secrecy and confidentiality.....	16
2.3e. Attire and Appearance	16
2.4. Salary Scales & Salary Fixation	16
2.4.1. Job Grades	17
2.4.3. Pay Scales	17
2.4.4. Payment of Salaries.....	17
2.4.5. Annual Increments.....	17
2.4.6. Benefits & Overtime.....	17
2.4.7. Working Hours.....	18
2.5. Leaves	18
2.5a. Casual and Annual Leave	18
2.5b. Public Holidays	18
2.5c. Maternity Leave.....	19
2.5d. Leave without Pay.....	19
2.5e. Salary Advance.....	19
2.6. Travel and Accommodation Allowances during official outstation visits	19
2.7. End of Employment Contract.....	20
2.7a. Retirement	20
2.7b. Resignation	20
2.7c. Termination of Service due to Redundancy.....	20
2.7d. Termination of Service due to Disciplinary Action	20
2.7e. Service/ Experience certificate	21
2.7f Reemployment of Ex-Employees.....	21
2.8. Development and Training.....	21
2.8a. Performance Appraisal.....	21
Chapter 3: Accounting, Reporting & Internal Controls.....	22
3.1. Basic Rules Governing Accounting & Reporting	22
3.2. Chart of Accounts	22
3.3. Use of Vouchers / Source Documents	22
3.3a. Correction of Entries.....	22
3.4. Recognition Criteria.....	23
3.5. Segregation of Duties.....	23
3.6. Accounting Records/ Safe Custody	23
3.7. Banking Matters	23
3.8. Expenditures & Payroll	24
3.9. Management of Non-Current Assets	24
3.9a Disposal of Assets	25
3.10. Matters Related to Audit, Reporting and Taxation.....	25
Chapter 4: Administration & Procurement.....	26
4.1. Administrative Hierarchy of RWO.....	26
4.2. Purchase Policy and Procedures	26
4.2a. Emergent Purchases.....	27

4.3. Administration of Office Premises	27
4.4. Vehicles' Management	27
4.5. Meetings	28
4.6. Approval and Arrangements of Travel & Accommodation during Official Visits.....	28
4.7. Email Policy	28
4.8. Ancillary Support.....	28
4.9. Office Security	28
4.10. Health, Safety and First Aid	29
Chapter 5: Gender Policy.....	30
5.1. Background.....	30
5.2. Objectives of the Gender Policy	30
5.3. Guiding Principle.....	30
5.4. Policy Commitments	30
5.4.1. Organizational Level	30
5.4.1.1. Strategies	30
5.4.2. Field Level.....	32
5.4.2.1. Strategies	33
5.5. Associated Policies.....	33
5.6. Review and Revisit	34
5.7. Contact Person.....	34
5.8. Zero Tolerance.....	34
5.8.1. Scope and Application	34
5.8.2. Abuse, Exploitation and Harassment.....	34
5.9. Whistleblowing Mechanism.....	35
5.9.1. Possible Instances of Malpractices.....	35
5.9.2. Process of Whistleblowing.....	35
5.9.2.1. Steps of Whistleblowing.....	36
5.9.3. Responsible Structure and Response Time	36
5.9.4. Safeguard Mechanism	37
5.9.5. Retention of Reports	38
5.9.6. Contact.....	38
5.10. Sexual Harassment Policy.....	38
5.10.1. Responsible	38
5.10.2. Applicability of the Policy	38
5.10.3. Definition of the Sexual Harassment under the Policy.....	38
5.10.4. Inquiry Committee.....	39
5.10.5. Procedure to Address the Cases	39
5.10.6. Formal and Informal Compliant Mechanism	40
5.10.7. Procedure of Inquiry.....	41
5.10.8. Sanctions and Disciplinary Measures	41
5.10.9. Decisions.....	42

5.10.10. Safeguarding.....	43
5.10.11. Evidence	43
5.10.12. Right to Appeal	43
5.10.12. Review	43
5.10.13. Retention	43
5.10.14. Contact.....	43
Chapter 6: Power to Make Amendments.....	44
6.1. Amendments procedure	44
Annexures.....	45
Annexure-1: Training Request Form.....	45
Annexure-2: Training Evaluation Form.....	46
Annexure-3: Post Learning Feedback Form.....	48
Annexure-4: Recruitment Plan.....	50
Annexure-5: Declaration of Family Members.....	51
Annexure-6: Employee Contract.....	52
Annexure-7: Job Acceptance.....	56
Annexure-8: Employee Discipline Notice	57
Annexure-9: Improving Employee/Organizational Wellbeing.....	59
Annexure-10: Health Claim Checklist.....	64
Annexure-11: Leave Application Form.....	65
Annexure-12: Experience Certificate.....	66
Annexure-13: Fixed Assets Register (FAR)	67
Annexure-14: Depreciation Schedule.....	68
Annexure-15: Payment Request.....	69
Annexure-16: Purchase Request Form.....	70
Annexure-17: Cash Payment Vouchers	71
Annexure-18: Bank Payment Voucher.....	72
Annexure-19: Journal Voucher.....	73
Annexure-20: Bank Receipt Voucher	74
Annexure-21: Cash Receipt Voucher.....	75

Chapter 1: Introduction & Governance

1.1. An Introduction to the Organization

In 1992, a few like-minded women of district Multan decided to work for the development of vulnerable community. The founders initially worked as volunteers to help women, children, and vulnerable groups towards improved living standards. Later the group decided to work in an organized manner and laid down the foundation of Roshni Welfare Organization (RWO) in 1997. The organization is registered under Social Welfare Department under the Voluntary Social Welfare Agencies Act.

Initially, Roshni Welfare Organization (RWO) worked on literacy as literacy rate in rural areas was very low. Currently, the organization's interventions focus on rural areas where the economic opportunities and availability of basic facilities such as health and education are low. The primary focus of organization is to provide services in Education, Women Development, Poverty Alleviation and Capacity Building. The organization has more than 100 Village education committees in Multan and Muzaffargarh at the village level and has pool of sectorial experts. The organization has extensively worked with the Government line departments at provincial level towards achieving common objectives in literacy and other development needs.

Currently, RWO is certified by PCP (Pakistan Centre for Philanthropy) and has received the acknowledgement letter from Economic Affairs Division (EAD) on submission of required documents for the NOC.

1.2. Commencement of the rules and Right of Amendment & Interpretation

These organizational policies shall deem to have come into force with effect from January 1, 2021 (except where noted otherwise). These regulations shall supersede all previous rules. These Rules shall apply to all the management and staff of Roshni Welfare Organization (RWO).

The General Body of RWO reserves the right to amend these rules as and when required as per procedure described in Chapter 6. However, the board has authorized the Executive Director to make any necessary changes pertaining to daily operational matters as and when required. In certain cases, consent of the board may also be required. The board is deemed to be competent to interpret any clause, policy or procedure should any confusion arise.

These rules are an integral part of the employment contract of all staff members belonging to managerial and non-managerial positions.

1.3. Vision

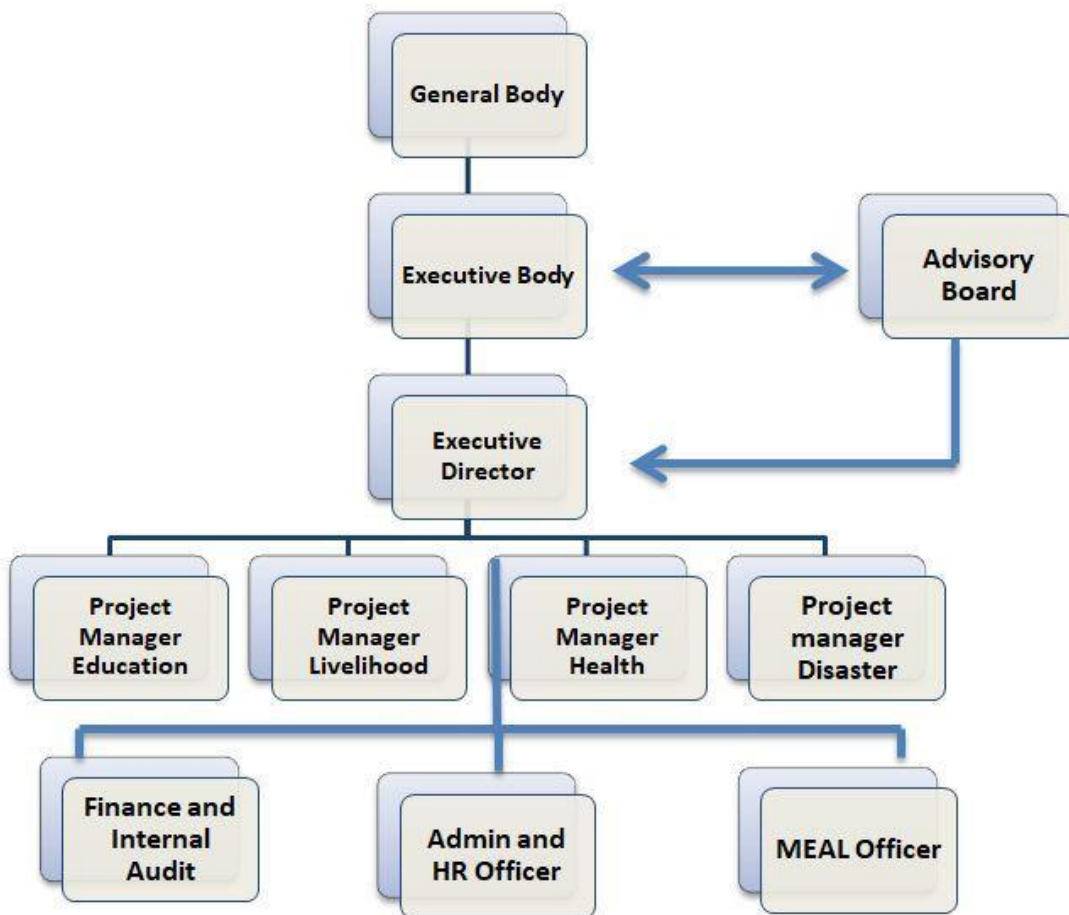
"An educated, healthy and resilient society to provide space for peaceful and prosperous living and

	<i>without any discrimination towards a dignified society”</i>
	1.4. Mission
	<i>“To improve the lives of vulnerable communities, specifically women and children by enhancing their capacities in education, health, climate change and peace building with better access to basic human rights”</i>
	1.5. Values
	<p>Roshni Welfare Organization (RWO) believes that its vision cannot be achieved until its interventions are based on its organic values. It has identified the following values that are believed to enhance the quality of its interventions in line with the local culture and its belief system.</p> <p>Accountability RWO believes that every individual is accountable for his/her actions before the organization and associated stakeholders</p> <p>Transparency Transparency in decision making at all levels.</p> <p>Inclusiveness RWO believes inclusion of all type of people in society without any discrimination</p> <p>Human dignity Every person holds a special value and has a right to be respected.</p> <p>Equity RWO is committed towards gender equality and believes that opportunities to all should equitably be distributed.</p>
	1.6. Registration
	The organization is registered in 1997 with Social Welfare Department under Voluntary Act 1961.
	1.7. General Body
	The minimum number of members of general body is seven which is also the number equivalent to the number of board of directors. Two third members should be present to hold the annual general meeting. Chairperson presides the meeting, in the absence of Chairperson, Vice Chairperson or any nominated senior member shall preside the meeting. Executive Director is responsible to issue the meeting circular and agenda at least ten days prior to the meeting.
	1.8. Executive Body & its Term
	Every three years, the general body elects executive body which in turn elect’s office bearers, namely the Chairperson, General Secretary, Finance Secretary etc.

<i>1.9. Eligibility for becoming members of the organization</i>	
	Adult Pakistanis or Pakistani if he/she is abroad is eligible. Membership committee will approve the membership. Membership is by invitation only and must be nominated and seconded by the two members duly approved in the General body meeting. Once admitted as member of the General Body, s/he can contest for the election of office bearers.
<i>1.10. Elections</i>	
	Elections are held every third year. Before one month of elections, executive body is dissolved to ensure transparent elections. Votes can be cast either by show of hands or by polling. Copy of proceedings and list of finally elected members are sent to the Registrar's office. Office bearers are then elected from the newly elected executive body, by show of hands. There is no limit for re-election of any member; board members can be re-elected as many times as they want.
<i>1.11. Selection of Board of Directors</i>	
	General Body will select the board member in its meeting; all members of GB can be elected as board member or any other numbers as per registration body rules.
<i>1.12. Powers and Functions of Executive Body</i>	
	<p>The functions of the Executive body are but not limited to the following:</p> <ol style="list-style-type: none"> i. To act and represent the Organization in all matters and execute the policy and decision of the General body. ii. To invite, nominate, accept, suspend, cancel, or restore the membership of the person (s) according to the provisions of the Article of the constitution. iii. To appoint, suspend, punish, or dismiss paid staff of the Organization if deemed necessary. It shall also determine the terms and conditions of the employment of staff. In case of suspension or dismissal, reasons for the action should be clearly mentioned and an opportunity of being heard should be given to the employee. i. To guide/instruct the concerned staff like ED for preparation of schemes, budget and progress reports and also assign duty to ED for the maintenance and safe custody of the office records and property etc. but Executive Body/Board must ensure its proper implementation. iv. If a vacancy occurs in the executive body the executive body can nominate cooperative members (s) to fill the vacancy if half or more than half of the terms of the office is over or otherwise the case may be referred to the General Body. v. It shall prepare annual activity reports, audited accounts and present them to General body for approval. vi. It shall fix date, time and place for holding annual General body meeting as and when due. vii. After the election the body shall maintain a register of member and keep it up to date in which the name and addresses of all categories of members of the Organization, mode of donation or subscription as the case may be. viii. All property movable as well as immovable, belonging to the Organization shall vest in the executive body, which shall administer it only for the aims and

	objectives of the Organization.
<i>1.13. Termination from the General Body</i>	
	Members can resign from the general body at their will. The board on account of misconduct can also expel general body members. Misconduct in this case is defined as engagement in a criminal activity, convicted by a court of law in Pakistan and abroad, working against organizations' objectives, defaming the organization or any activity which majority of the members feel that it would harm the organization.
<i>1.14. Board Meetings & Quorum</i>	
	At least three meetings shall be arranged during a financial year. Two third majority is required for quorum, in case the participants of a meeting are less than two thirds, the meeting shall be adjourned, and a new date shall be decided and conveyed by the management after getting consent of the members. If a board member doesn't attend three consecutive meetings, a notice shall be served to explain his/her position, if she/he doesn't reply within 15 days of sending letter to him/her and telephonic follow up also, she/he will be replaced in following board meeting.
<i>1.15. Individual Performance of Members of Executive Body</i>	
	<ol style="list-style-type: none"> i. Accept and contribute in the development of the organization's philosophy and developmental issues. ii. Attend board meetings and read relevant material before attending them. iii. Participate actively in board discussions and debates iv. Keep the board's work confidential until such time as its release. v. Support and promote the organization's funding effort in line with one's abilities. vi. Support the majority decision of the board. vii. Understand the board's legal responsibilities and be alert to legal implications of board actions. viii. Abstain from any action that might lead to or be perceived as conflict of interest. ix. Refrain from becoming involved in staff conflicts
<i>1.16. Statutory Reporting</i>	
	RWO shall submit to the Registrar of Social Welfare Society, Multan, the following: <ol style="list-style-type: none"> i. Audit and progress report every year within six months of close of financial year. ii. Filing of proceedings/minutes of annual general meeting within one month of the meeting. iii. The filing is mandatory for renewal after every three years of RWO's registration.

1.17. Organizational Structure



	These are core positions of the organization. The project team status changes with respect to the size of the project.
	1.18. Mode of Communication between Board Members and ED
	Position of Executive Director is the channel between Management and Board of Directors. Board members usually through board meetings, individual meetings or through telephonic communication, get in touch with the Executive Director for any support or information required. Board is communicated well before start of every new project.
	1.19. Travels and Honorarium of Board Members for attending Meetings
	Board members coming for the meeting from the city other than where the meeting is convened are eligible for reimbursement of actual travel and accommodation cost for attending board meetings or for attending any special meeting, field visit, monitoring visit etc. requested by the management or directed by the board from time to time. They are paid for <ul style="list-style-type: none"> i. Stay in good guest house or three-star hotel ii. Economy class return air ticket if approved by Executive Director as per need basis and international travel. iii. For other stations either the car is arranged by RWO or reimbursement against use of personal car is made @ PKR 20- per KM from his/her current residence address.
	1.20. Rules and Definitions
	<i>Organization</i> means RWO
	<i>Competent Authority</i> means the Executive Body of RWO or the Executive Director to whom powers are delegated by the Board. All operational and management authorities have duly been delegated by the Board to the Executive Director.
	<i>Employee</i> means full time confirmed employee of the organization on monthly salary and includes all Managerial and Non-Managerial staff.
	<i>He / his / him</i> , refers to both the masculine and feminine gender.
	Year refers to July through June, unless specified otherwise.
	1.21. Objectives of the Organizational Policies
	The objectives of policies are to provide guidelines for operation of organization in a standard way. The policies are the basis of internal control, internal audit and statutory audit.

Chapter 2: Human Resource Management Policies & Procedures

2.1. Employment Related Matters

2.1.1. Classification/ Categories of Staff

2.1.1a. Permanent Staff

Permanent staff members of RWO are those whose job continues whether projects are in place or not. The employment of a staff member may be ceased due to factors like, redundancy, termination etc. by giving notice as required under the contract clauses.

2.1.1b. Probationary Period

All the employments are subject to probationary period of three months that can be extended further, based on the behavior, ethics and performance review of the employee.

2.1.1c. Confirmation

Performance of the employees during the probationary period is assessed through initial appraisal and may be confirmed if employee fulfills all the desired parameters.

2.1.1d. Contract Staff

Contract or project staff is hired for a specific project and their jobs may be terminated with the closure of the respective project or their terms of employments may be changed with change in the project they are deputed to. The employment contract can be terminated by either party as per contract clauses.

The contract / project staff shall be entitled to salary and benefits as stipulated in the contract between the organization and the donor/funding agency.

2.1.1e. Consultants & Short-Term Employments

The organization can hire consultants from time to time to meet a specific need or perform a specific task. Consultants shall not be treated as contract or regular employees of the organization. Their terms of reference shall be governed by the agreement between RWO and the consultant.

2.1.1f. Internees and Volunteers

RWO may hire internees and volunteers for project activities or office work as and when required. Stipend to internees and volunteers shall be paid out of relevant project funds or from general funds (as applicable). Duration of internship and volunteer service ranges from six weeks to three months.

	<i>2.1.2. Appointing Authority</i>
	Appointments to all positions except the post of Executive Director shall be made by the competent authority, which is the Executive Director on the recommendation of selection committee. Whereas in the case of Executive Director, it is the Board of Directors.
	<i>2.1.3. Recruitment Policy</i>
	<p>Salient features of the recruitment policy are:</p> <ol style="list-style-type: none"> i. All appointments will be made on the basis of open merit. ii. Every person shall be hired on need basis and after proper authorization by the competent authority. iii. Each new hire must provide documents establishing identity. iv. An individual may be rejected solely due to a medical/physical/mental condition unless such condition does not prevent the individual from performing the required functions of the job or presents a hazard to the individual or others. (Certificate of fitness for the offered job may be required). v. No discrimination on grounds of cast, religion, origin, locality, creed, language or gender shall be made. vi. Preference will be given to the people holding domicile of the area in which the position is to be based or where project activities are to be carried out.
	<i>2.1.4. Recruitment Procedure</i>
	<p>The recruitment procedure will be as follows:</p> <ol style="list-style-type: none"> i. All the vacancies can be filled in through advertisements in local media or through fax and email to relevant organizations or through headhunting. ii. The admin officer shall maintain a log of all the CVs received. iii. The team headed by the supervisor of the position advertised shall do initial short listing. iv. All candidates on the preliminary short list will be called for a written test and/or interview. v. These candidates will be asked to complete the standard "Employment Application Form". vi. Interviews and tests will be conducted by a Selection Committee comprising of Executive Director, Department Head and admin finance officer or proposed by the ED e.g. for a lower positions, ED may sits in initial interview and can have second round of interview for the higher positions.. vii. Candidates may be called for a final interview, if required. viii. A formal employment offer shall be sent by finance and admin officer to the selected candidate with a deadline to send the acceptance of employment

	<p>offered.</p> <p>ix. If the candidate refuses, or fails, to accept the offer by the prescribed deadline, an Employment Offer Letter shall be sent to the second shortlisted candidate</p>
2.1.5	<i>Appointment of Next of Kin/Family Members</i>
	<p>In order to avoid conflict of interest, close family or political ties should be considered before employment. Members of the same family may not report to each other or be members of the same management group. Family members/close family ties are defined as a spouse / partner /children, parents, and siblings. Close relationships can also include friends and distant relatives who are close to the employee. Those who are closely related cannot work in the same department, in line management with each other or have a place in the same management team.</p> <p>All new staff will be expected to sign a declaration form indicating their association and relation with staff in the organization.</p>
	<i>2.2. Employment Contract</i>
	<p>When a new staff member is recruited, two signed original copies of contract should be made, one for the employee and other one for the organization's records to be filed in a personal file of the employee.</p> <p>The Executive Director in case of all employees and President/Chairperson in case of Executive Director are eligible to sign the employment contracts.</p> <p>Any changes made to the details of the contract (e.g. salary, allowances, etc.) must be notified in writing with a copy to the concerned employee and person responsible for maintaining personnel record. Contract of employment should be made on a standard format provided in Section "Formats" of the manual. Each employee shall get an orientation to the policies and programs of RWO within one week of joining the office, by the administration.</p>
	<i>2.2.1. Job Description</i>
	<p>A job description shall be prepared for each post. It shall be reviewed and, if appropriate, revised to ensure compliance with changes in requirements of a specific position.</p> <p>The head of the concerned department shall prepare a job description for each post, which shall be placed in the personal file of the employee with a copy to the employee concerned.</p>
	<i>2.2.2. Personal Files</i>
	<p>The information in the employee's file shall always be kept confidential. All the employees shall inform the concerned manager immediately whenever there are</p>

	<p>changes in their personal information/address.</p> <p>Personnel files are the property of the organization and may not be removed from organization's premises without written authorization from the Executive Director. The organization will not disseminate outside the organization, information relating to staff members without their prior consent, except in the case of references.</p> <p>Appropriate care must be taken to check the fake documents, the false and misleading statement by consulting previous employees or referees/ guarantors.</p> <p>Following record shall be kept in the personal file of each employee:</p> <ol style="list-style-type: none"> i. Application and CV ii. Interview result and comments iii. Attested photocopies of all relevant educational documents iv. Offer Letter v. Acceptance by candidate vi. Appointment letter vii. Employment contract (including Non-disclosure Agreement) viii. Copies of training certificates ix. Notices and warnings x. Appreciation letters xi. CNIC and copy of passport (if available) xii. Recent picture xiii. Previous experience letters xiv. Reference letters xv. Annual performance appraisals
	<p><i>2.2.3. Office Cards</i></p>
	<p>Every employee of the organization should be given an office card that should be displayed while in the office or specially while working in the field. The card must contain following information:</p> <ol style="list-style-type: none"> i. Name of Employee ii. Employee Number iii. Company Name and Logo iv. Photo/ Picture v. Companies website address vi. Or any other information that deemed fit vii. If project team is working in the field the donor name may be displayed as per donor requirement.
	<p><i>2.3. Conduct of employees</i></p>
	<p><i>2.3a. General Behavior</i></p>
	<p>It is overall dealing of the employees with his senior, peers, junior and his aptitude for</p>

	performance and acceptance of work.
<i>2.3b. Exclusive Service & conflict of interest</i>	
	<p>A full-time employee is ethically bound to work for the organizations and the employee is not allowed to carry out any work consultancy, or job which is in conflict with the present job.</p> <p>For non-conflicting services permission from the competent authority is required, in this case it is ED.</p> <p>Same is the case for purchases/services from any vendor who is close relative of the employee and the employee is in a position to influence the decision. He/she should clearly declare that the said employee will not be part of this decision.</p>
<i>2.3c. Punctuality and Attendance</i>	
	<p>A proper system is maintained in the office, where attendance is marked in the register having column of date and time. Habitual late comers are dealt with seriously. . In case an employee is more than five times late in month one Earned Leave will be deducted, in case of more than seven days late a warning letter is also issued.</p>
<i>2.3d. Professional Secrecy and confidentiality</i>	
	<p>When an employee is at work, he/she may have access to a number of information which are strategically important and disclosure to any other party may affect organization adversely.</p> <p>A confidentiality clause is made part of the employment contract and violation of this clause may leads to termination of service.</p>
<i>2.3e. Attire and Appearance</i>	
	<p>Employees are advised to wear a formal dress as per norm of the society and area of work. On Friday, smart casual address is also allowed.</p> <p>Employees working on a project in remote area are advised to wear a dress which is acceptable for that area of work and as per norms of the location. Office dress should be neat and clean, well ironed and polished shoes.</p>
<i>2.4. Salary Scales & Salary Fixation</i>	
	<p>Salary of each employee shall be fixed in accordance with the qualification and experience of the person and as per the availability of funds from respective project financier. While fixing the salary of a new employee, education and experience shall be taken into account whereas at the time of confirmation of probation period, the annual increments and promotion following shall also be taken into account while deciding the salary:</p> <p style="padding-left: 40px;">i. Behavior</p>

	<ul style="list-style-type: none"> ii. Continuous performance iii. Team spirit iv. Ownership <p>The salaries shall be fixed within the approved job and pay scales as given below:</p>										
2.4.1. Job Grades											
	<p>Employees are placed in five job grades as follows:</p> <table border="1"> <tr> <td>Grade 1</td> <td>Executive Director / Chief Executive Office</td> </tr> <tr> <td>Grade 2</td> <td>Managers</td> </tr> <tr> <td>Grade 3</td> <td>Coordinators, Field/projects officers, Finance Officer, Admin Officer, Coordinators etc.</td> </tr> <tr> <td>Grade 4</td> <td>Social Organizers, Assistants, Secretaries and Receptionists</td> </tr> <tr> <td>Grade 5</td> <td>Drivers, Office attendants and other support staff</td> </tr> </table>	Grade 1	Executive Director / Chief Executive Office	Grade 2	Managers	Grade 3	Coordinators, Field/projects officers, Finance Officer, Admin Officer, Coordinators etc.	Grade 4	Social Organizers, Assistants, Secretaries and Receptionists	Grade 5	Drivers, Office attendants and other support staff
Grade 1	Executive Director / Chief Executive Office										
Grade 2	Managers										
Grade 3	Coordinators, Field/projects officers, Finance Officer, Admin Officer, Coordinators etc.										
Grade 4	Social Organizers, Assistants, Secretaries and Receptionists										
Grade 5	Drivers, Office attendants and other support staff										
2.4.2a Dual charge											
	<p>Depending upon the circumstance and activities of the organization, Executive Director is authorized to assign charge for more than one position to any employee of the organization. Board can also assign any other charge to Executive Director, if desired. Due care should be taken that internal controls should not be compromised.</p>										
2.4.3. Pay Scales											
	<p>The pay scales shall be dependent on the availability of funds with the organization as well as the budget allocated by the donor.</p>										
2.4.4. Payment of Salaries											
	<p>Salaries are paid in arrears by the 5th of the following month. Partial salary payment shall be calculated on a calendar day's basis.</p>										
2.4.5. Annual Increments											
	<p>Annual increments shall be made in accordance with employee's individual performance and availability of funds with the organization.</p> <p>All staff should be given annual increment of 8 to 10% keeping in view the availability of funds with the organization.</p> <p>Performance based increment: Other than the annual increment, a 1 to 4% increase shall be made in accordance with employee's individual performance and again it is subject to availability of funds with the organization.</p>										
2.4.6. Benefits & Overtime											
	<p>As a policy matter, the organization doesn't offer overtime allowance to its staff members. However, at the discretion of the Competent Authority, compensatory leave</p>										

	<p>may be granted for the work done on weekends, public holidays or for Over time.</p> <p>No benefits in addition to salary are offered to employees. However, RWO intends to provide mobile usage allowance to its core team and project team as per job requirement basis.</p>						
<i>2.4.7. Working Hours</i>							
	<p>Working hours are from 9.00 am to 5.00 p.m. with one-hour lunch break from 1.00 p.m. to 2.00 p.m., six days a week (holiday on Sunday).</p>						
<i>2.5. Leaves</i>							
	<p>Employees can avail following leaves:</p>						
<i>2.5a. Casual and Annual Leave</i>							
	<p>All the employees are entitled to paid leaves every year for all the reasons including but not limited to:</p> <ol style="list-style-type: none"> i. Casual - 10 days ii. Earned Leave - 14 days iii. Medical/sick - 16 leaves with half pay iv. Rest and recreation (It is part of Earned Leave and not a separate leave) v. Emergency -3 days vi. Short leaves etc. vii. Short leaves etc. <p>The leave year shall commence on January 1st of each year. A Leave Register shall be maintained. Employees shall be required to apply in advance to avail annual leave, advance notice should be given as:</p> <table style="margin-left: 40px;"> <tr> <td>○ 1-2 days leave</td> <td>1-day notice</td> </tr> <tr> <td>○ 3-5 days</td> <td>1 weeks' notice</td> </tr> <tr> <td>○ 5 days and more</td> <td>2 weeks' notice</td> </tr> </table> <p>The leave application should always be on standard leave application form, duly approved by the Executive Director.</p> <p>The un availed leave shall not be carried forward to the next leave year unless specified on workload grounds (only for two months), requested by the organization and duly approved by the Executive Director.</p>	○ 1-2 days leave	1-day notice	○ 3-5 days	1 weeks' notice	○ 5 days and more	2 weeks' notice
○ 1-2 days leave	1-day notice						
○ 3-5 days	1 weeks' notice						
○ 5 days and more	2 weeks' notice						
<i>2.5b. Public Holidays</i>							
	<p>All employees are entitled to take public holidays announced by the Government of Pakistan, with full pay. If a public holiday falls on a non-working day, no alternative day is given.</p> <p>If a public holiday occurs while the employee is on annual leave, it should be counted</p>						

	as a holiday and not the leave.
<i>2.5c. Maternity Leave</i>	
	<p>Female employees are entitled to paid maternity leave of three calendar months. However, she cannot take more than two leaves during her employment. There should be minimum of 18 months gap between the first and second leaves. The leave can be taken as pre or postnatal or covering both partly pre-natal and partly post-natal periods as per employee's facilitation. This leave is dependent on the life of the project; if the life of project is more than two years then this leave will be availed.</p> <p>Application for maternity leave must be made in writing three months in advance.</p> <p>Male Employees are entitled to avail one week (7 days) paternity leave for maximum of three times. There should be minimum of 18 months' gap between the first and second leaves. The leave can be taken as pre or postnatal.</p>
<i>2.5d. Leave without Pay</i>	
	Maximum fifteen (15) days leave without pay can be granted for exceptional circumstances. It can be availed only on prior approval of the Executive Director.
<i>2.5e. Salary Advance</i>	
	One-month salary can be advanced to an employee in case of an emergency or urgent need. The advance should be adjusted fully in the following month's salary. An employee can get a maximum of two salary advances in any financial year. The employee should have completed his/her probation period before qualifying for such an advance. Salary advance is not given during probation period.
<i>2.6. Travel and Accommodation Allowances during official outstation visits</i>	
	<p>RWO arranges cost effective and safe mode of travel and accommodation of its employees during their official visits/trainings outside their duty station.</p> <p>All the staff members are entitled to "ON ACTUAL" reimbursements on account of said expenditures. Receipts must accompany travel claim wherever possible. No per diem is allowed. Management staff from grade one to three is allowed to travel by Air for inter-provincial journeys except within Punjab and K-P. For local travel, official vehicle is provided, or they are eligible to get reimbursement of taxi/public transport fare.</p> <p>Accommodation shall be arranged and paid by RWO at reasonably good guesthouses and hotels.</p> <p>Mostly, outstation travels are supported by externals/donor organizations and terms</p>

	are as per their approval / invitations. In case official vehicles are not available and the employee has to use his/her personal transport, an amount of PKR 20.00 per km traveled shall be reimbursed on completion of journey. Advance approval from the Executive Director is required before such a travel.
<i>2.7. End of Employment Contract</i>	
	The employment contract can be concluded with the following reasons:
<i>2.7a. Retirement</i>	
	Retirement age of employee is 65 years, however if it is considered necessary, it may be extended for one year with the approval of President
<i>2.7b. Resignation</i>	
	An employee may resign by giving one-month notice or salary in lieu of notice. If all the terms and conditions are fulfilled and responsibilities are met, the employee will receive full salary up to and including the last working day. In addition, employees shall be eligible for terminal benefits, if any.
<i>2.7c. Termination of Service due to Redundancy</i>	
	In the event of an Employee's service being dispensed with, one month's notice period will be served by the organization otherwise, payment equal to one month's salary shall be made in lieu thereof after deducting all liabilities of the Employee to the organization. The employee will be obliged to clear all his/her dues and return all properties of the company. Conclusion of services of any individual may result from reorganization, financial exigencies or other unavoidable circumstances.
<i>2.7d. Termination of Service due to Disciplinary Action</i>	
	<ul style="list-style-type: none"> i. The services of any employee can be terminated on account of disciplinary action, if the employee is found guilty of misconduct as mentioned below: ii. Unsatisfactory work quality or quantity. iii. Poor attitude (for example, rudeness or lack of cooperation). iv. Excessive absenteeism. v. Failure to follow instructions or organization procedures. vi. Insubordination. vii. Dishonesty. viii. Theft. ix. Misusing or destroying organization's property.

	<ul style="list-style-type: none"> x. Violating conflict of interest rules. xi. Disclosing or using confidential or proprietary information without authorization; and xii. Falsifying or altering organization records, including the application for employment. xiii. An act which may result in harming the image of the organization.
<i>2.7e. Service/ Experience certificate</i>	
	A service/experience certificate may be issued on the request of the employees which clearly states the behavior and performance of the employee during his/her stay in the organization.
<i>2.7f Reemployment of Ex-Employees</i>	
	<p>Employees may be reemployed if they have left the organization in the normal course of business like at the end of project or resigned in a proper way by giving the desired notice.</p> <p>An employee will not be reappointed if dismissed/ or terminated due to disciplinary action.</p>
<i>2.8. Development and Training</i>	
	<p>The organization is committed to enhance the efficiency and productivity of the employees through training need assessment (TNA) of the employees. In most of the cases the employees are sent for training which is arranged by other organization or donors.</p> <p>TNA include both technical and soft skill trainings.</p>
<i>2.8a. Performance Appraisal</i>	
	Semiannual and annual performance appraisal is carried out for all the employees on a predefined criterion which help the organization to identify the key talented employees and future growth plans are designed accordingly.

Chapter 3: Accounting, Reporting & Internal Controls

3.1. Basic Rules Governing Accounting & Reporting

The accounts of RWO shall be prepared under historical cost convention and according to international accounting standards and reporting requirements under Societies Act.

The financial year of RWO shall be from July to June (12 months).

3.2. Chart of Accounts

A chart of accounts of RWO shall be developed and categorized as follows:

- i. Assets (Current and Non-Current)
- ii. Fund account
- iii. Liabilities (Donors Funds and current and Non-Current liabilities)
- iv. Revenue (all sources)
- v. Expenses (Projects and organizational expenses)

The Chart of Accounts shall be used for the guidance purpose of finance persons for correct posting of transactions and reporting. Any amendment i.e. addition or deletion of head of account must be approved by the competent authority on a prescribed form.

3.3. Use of Vouchers / Source Documents

All the business transactions whether cash or non-cash shall be entered into ledgers through pre-numbered vouchers prepared by finance assistant/officer duly approved by the Executive Director. Following voucher types are used:

Payment Voucher

For all the disbursements, a payment voucher shall be prepared. The format of payment voucher shall include details like posting account reference, gross amount payable, deductions to be made, net amount payable and description of the activity.

Receipt Voucher

The receipt voucher shall be prepared to record the cash and bank receipts of the organization. The format of receipt voucher shall include account posting reference, gross amount due, deductions made by the sender and the net amount received.

Journal Voucher

Journal vouchers shall be prepared to record the non-cash transactions i.e. the transaction which does not involve actual inflow or outflow of funds. The common examples where Journal Vouchers are used are recording of accruals, depreciation etc.

3.3a. Correction of Entries

If any entry which has been recorded and later on it the required to be corrected due to any reason like misclassification etc., the approval of Executive director is must to correct the entry in the system.

3.4. Recognition Criteria	
	<p>Accounts are prepared on accrual basis. Revenue in shape of grants and donations shall be recognized only at the time of receipt and not on signing of contract. For project reporting, the expenditure reports, where required by the donors, shall be amended on cash basis of accounting.</p> <p>Revenue based grants are credited to income during the period in which expenditure is incurred while capital-based grants are recognized over the number of years corresponding to the related asset's useful life.</p> <p>All funds other than "General Funds" are restricted funds for RWO. Grants received from donors in shape of assets or assets procured from donor's funds shall be reported to donors as period/project expenditures and capitalized in RWO's books with credit to General Funds.</p>
3.5. Segregation of Duties	
	<p>Any point, if the number of staff members in finance and administration department are fewer than required to carry out the above said tasks separately, part of the functions not carrying accounting / technical tasks may be handled by people in the program department e.g. cash handling can be given to the receptionist, authorization of payments are made by the Executive Director, close supervision of the program manager and Executive Director shall be required to oversee the payments and receipts of the organization.</p>
3.6. Accounting Records/ Safe Custody	
	<p>The books of accounts/bank records shall be kept / under custody of finance manager. Accounting records shall be kept for at least five years unless otherwise specified by the donor.</p> <p>Following accounting record is kept:</p> <ol style="list-style-type: none"> i. Cash book/Cash ledgers ii. General Ledger listings iii. Trail balances iv. Monthly, quarterly, semiannual and annual receipt and expenditure statements v. Variance analysis statements vi. Bank statements vii. Bank reconciliation statements viii. Counter folios of used cheque books ix. Any other supporting documents
3.7. Banking Matters	
	<p>Power to Open a Bank Account</p> <p>Power to open a bank account lies with the Executive Body. The board of directors is empowered to open any number of accounts in any currency at any location in Pakistan as permitted by Law and as required by RWO's operations.</p>

	<p>Operations of Bank Account</p> <p>The bank account shall be jointly operated. The following may be authorized signatories of RWO.</p> <ol style="list-style-type: none"> i. President ii. Vice President iii. General Secretary iv. Executive Director v. Finance Officer vi. Treasurer vii. A designated board member <p>The operations of bank accounts may be amended as per requirements of the donor/funding organization. All banking operations are done by at least two signatories. For signing of banking instruments like cheques, pay orders, demand drafts etc above PKR 500,000- signatures of one board member is mandatory. Different other limits may also be defined as per approval of the board.</p>
<p>3.8. Expenditures & Payroll</p>	
	<p>All third-party invoices should be on preprinted paper and invoices properly addressed to the organization. Where proper invoices are not available, the person making payment should submit a statutory declaration that all expenditures are incurred for the purposes of business of the organization and are true and correct. In order to deface all the invoices and supporting documents so that these cannot be used in future, a “PAID” or “Cancelled” stamp should be affixed on it.</p> <p>A salary sheet showing gross amount payable, deductions, net amount payable for each employee, and total payment, etc. shall be prepared by the Finance Officer. The salary sheet shall be approved by the Executive Director on or before last working day of every month.</p> <p>Either Bank Instruction Letter for direct credit to employees’ accounts or cross checks shall be prepared for transfer of salaries. Copies of instructions sheet duly acknowledged by the bank or copies of cross cheques shall be kept in files along with payment vouchers.</p> <p>At the time of salary disbursement, income tax will be deducted and deposited within one week in Government Treasury as per rules.</p> <p>The basis for computation of withholding income tax from payroll will be reviewed on a regular basis, especially after the announcement of the Federal Budget and modification(s) shall be incorporated on an immediate basis.</p>
<p>3.9. Management of Non-Current Assets</p>	
	<p>Assets are stated at cost less accumulated depreciation. Depreciation shall be calculated on straight-line method on specified rates as per income tax rules. Charge of depreciation amount shall be prorated if the asset is brought in during the financial year.</p> <p><u>Capitalization of Non-Expendable Items</u></p> <p>All the non-expandable items over and above PKR 10,000/- with a useful life of more than one year shall be capitalized.</p> <p>Cost of a nonexpendable item includes purchase price (net of trade discounts and rebates), installation cost, import duties, all non-refundable Government taxes and cost of bringing the asset</p>

	into working/operational condition.
<i>3.9a Disposal of Assets</i>	
	<p>Assets which are completed their useful life and are not in a useful condition plus any other assets which has not completed its useful but can't be used, may be disposed-off as per international accounting standards.</p> <p><u>Inventory Control</u> At the time of acquisition, all assets shall bear exclusive identification of reference. The code / reference shall identify the donor as well. A register/detail in excel sheet shall be maintained for all fixed assets showing: Description & cost of each item Date of acquisition Location of asset Item Code Rate of depreciation and per year charge Accumulated depreciation</p> <p><u>Insurance (If possible - cost benefit analysis, or donor requirement)</u> A comprehensive insurance policy may be taken from a reputable insurance company and all the vehicles, equipment and furniture shall be duly insured against possible loss, theft etc. The insurance expense shall be charged to relevant project or general funds.</p>
<i>3.10. Matters Related to Audit, Reporting and Taxation</i>	
	<p>Yearly audit shall be conducted by the auditors appointed by members in annual general meeting. Reporting to donors on quarterly basis and to Registrar, Joint Stock Companies on yearly basis, shall be followed. Tax from service providers, suppliers and employees' salaries are deducted at source and deposited within seven working days whereas organization pays taxes on its profits from income generating activities (if any/applicable) on yearly basis. A tax consultant is hired by the management for computation of annual tax payable (if any/ applicable) and filing of tax return.</p>

Chapter 4: Administration & Procurement

4.1. Administrative Hierarchy of RWO

Board of directors is the policy making and operations controlling body. The functions of the board are described in governance section, above as well as in strategic planning document. The Board has delegated powers and authorities to the Executive Director who will in general be deemed to be responsible for all operational matters.

4.2. Purchase Policy and Procedures

Effective internal controls over procurement of goods and services shall be established to ensure the better utilization of RWO's and donor's resources.

The project manager through monthly request as per the project plan makes procurement requisitions. Finance and admin officer submit such requests to the Executive Director for approval and further processing.

Procurement Authorization

All the procurements shall be done after formal authorization from the Executive Director. The purchase request form shall be used for such an authorization. Each purchase should be justified by filling in column of "justification" in the said form unless such a justification is given to donors and it is included in the approved budget proposal for a donor.

All requests for purchase of goods and services above Rs. 5,000 shall be made on a Standard Purchase Requisition Form. Person making the request will submit the purchase requisition form to Finance Manager, who will check the availability of budget.

Selection of Vendors

Following is the procedure to select vendors/ and procurement

- i. Formation of a vendor selection/ Purchase committee
- ii. Board will form a vendor Selection/ Purchase Committee comprising of following members (at least 3 Members)
- iii. Executive Directors
- iv. Head of Admin and HR
- v. Head of Finance

Powers of committee

- i. To select the vendors for the purchases to be made in the year.
- ii. Call quotations from the vendors
- iii. Prepare comparative statements
- iv. May depute more than one employee (at least two) to visit market to get competitive prices and over the counter negotiations.
- v. Negotiate with vendors in case large/ high value procurement before signing the contract.
- vi. Any other role assigned by the top management

Procurement of items costing up to PKR 250,000/- shall be approved by the executive director, whereas procurements exceeding PKR 250,000/- shall be approved by the purchases committee comprising of at least three members:

	<ul style="list-style-type: none"> i. A member from Executive/General Body ii. Executive Director iii. Manager Admin and Finance/Manager <p>However, organization may recommend any other person/employee in proposed committee.</p> <p>Three comparative quotations shall be taken from different vendors for procurement of all the items costing above PKR 25,000/-. The vendor offering lowest price and matching the desired quality of goods shall be sent a formal purchase order for the supply of goods. The purchase order shall show name of supplier, agreed amount, specifications, clauses, payment terms and delivery date etc., duly signed by the Executive Director. For finalization, the vendor price shall be considered as an important but not the only deciding factor.</p> <p>Following factors will be considered in reviewing quotation and awarding contracts:</p> <ul style="list-style-type: none"> i. prices; ii. Quality iii. bidders previous record of performance and service; and iv. Ability of bidder to render satisfactory service. <p>A summary sheet shall be submitted to the approving authority for review. Contract shall be awarded to the lowest bidder after an evaluation of the quotations. In case of supplier who is not “the lowest”, but the goods or services offered by such supplier are considered to be the best; contract may be awarded to him / her. Proper justification for assigning contract to “not the lowest bidder” should be given on the approval form or in the minutes of the purchase committee.</p>
	<p><i>4.2a. Emergent Purchases</i></p>
	<p>In case of emergent purchases, Manager Admin / Manager Finance are allowed to make purchases up to PKR 25,000/ without approval of Executive Director and payment may be made by signing the check as clause 3.7 which authorized that any two signatories can sign the cheque. Post Facto approval of Executive Director will be required.</p> <p><u>Assets / Stock Transfer</u> Any fixed or moveable asset can only be relocated with the written permission of the Executive Director.</p>
	<p><i>4.3. Administration of Office Premises</i></p>
	<p>The office premises are kept neat and clean. It’s the responsibility of all the staff members to keep their workstations surrounding areas clean. Staff members are responsible to identify cleaning requirements to the admin officer for onward cleaning by the auxiliary staff; mainly including areas of common use i.e. toilets, kitchen, lawn etc. Where the employees use the office facilities for private purposes, i.e. Telephone calls, employees shall reimburse the cost to employer.</p>
	<p><i>4.4. Vehicles’ Management</i></p>
	<p>RWO has no vehicle, whenever there is a need for any vehicle it may be arranged locally or from rent a car.</p> <p>Personal use of vehicle and pick and drop facility is not provided, if required, subject to the approval of the executive director, an employee can use it @ PKR 20- per KM subject to availability of the vehicle.</p>

	<i>4.5. Meetings</i>
	<p>The following types of official meetings may be held at RWO head office and/or field offices, requiring efficient logistic arrangements:</p> <ol style="list-style-type: none"> i. Meetings with potential donors ii. Programme review meetings with existing donors iii. Staff meetings iv. Meetings with community partners v. Trainings vi. Meetings of the executive committee vii. Elections of board of directors viii. Other relevant meetings
	<i>4.6. Approval and Arrangements of Travel & Accommodation during Official Visits</i>
	Approval of travel and accommodation arrangements for official visits is given by the Executive Director whereas all the arrangements are made by the admin officer.
	<i>4.7. Email Policy</i>
	<p>A sophisticated email infrastructure doesn't exist presently. However, an email system to communicate externally exists. This email system is meant for sending and receiving official emails. The authority to send and receive emails to donors, clients, executive committee members and other stakeholders primarily lies with the President or her secretary, however the department heads are also authorized to send and receive relevant official emails and rest of the employees can also communicate through this system as per IT control of the system. IT systems can control, record and watch all the activities of the systems in use of employees.</p>
	<i>4.8. Ancillary Support</i>
	<p>The policy objective is to standardize the process of support mechanism regarding ancillary support systems to optimize the utilization of these devices. This addresses issues of maintenance and procedural operations for productive work environment and day to day office operations.</p>
	<i>4.9. Office Security</i>
	<p>Proper measures of office security may be taken by any of the following measures which are deemed fit:</p> <ol style="list-style-type: none"> i. Appointment of Security Guards ii. Installation of security Cameras iii. Provision of Fire extinguishers iv. Marking of Exit locations <p>Routine drill (Manager Security/ Admin will be in charge of this Activity A message will be conveyed in advance to the employees for the routine drill and it is clearly mentioned the pathways of exit for employees working in different areas of building). An incidence register should be maintained recording all the drill events or happening of actual incidences.</p> <p>Number of police station and other emergent contact number should be displayed at the</p>

	main entrance and reception.
<i>4.10. Health, Safety and First Aid</i>	
	<p>Health and safety measure of the employees should be of utmost importance and following measures should be at place:</p> <ol style="list-style-type: none">i. Provision of First Aid Boxii. At least one employee should be trained to use first aid boxiii. Numbers of nearest hospitalsiv. Admin officer should be responsible to keep the first aid box functional by timely provision of medicines.

Chapter 5: Gender Policy

5.1. Background

Roshni Welfare Organization (RWO) is transforming from conventional to Gender Just Organization. In this regard, the gender policy will work as a guide book to integrate gender dimensions within the organizational policies and procedures; therefore the policy narrates some affirmative action's /best practices so as to enable women and men to serve the organizational mandate in an equitable manner.

In the current context the gender policy aims to enable RWO's board, management, staff, volunteers, and interns to contribute equally and efficiently in realizing the organizational mandate.

5.2. Objectives of the Gender Policy

- i. To encourage and introduce the gender appropriate best practices in the organization
- ii. Affirmatively deal with gender barriers in work and provide conducive working environment for both women and men
- iii. To encourage equal opportunities for both women and men
- iv. To strengthen the process of women's active participation in decision making at all levels of the organization
- v. To promote a balanced view of the issues surrounding gender equality and equity in staff members, communities, and other stakeholders

5.3. Guiding Principle

Following will be followed and practiced as guiding principles to ensure the gender equality. RWO will ensure that these principles are monitored, evaluated and reported as part of organization's responsibility towards transparency and accountability.

- i. Empowerment of women and girls is recognized as fundamental right.
- ii. Every individual in the organization is aware of gender issues and promote gender

5.4. Policy Commitments

5.4.1. Organizational Level

At Organizational Level

At organizational level, the policy aims at,

- i. Strengthen the commitment to women's rights and diversity at all levels of the organization and guiding all employees and stakeholders on the importance of gender equality with an intersectional approach
- ii. Adopt equity based affirmative actions to increase women at decision making level and,
- iii. Integrate gender and diversity into the structure, processes, and policies

5.4.1.1. Strategies

Strategy - 1

The Staff Composition/Representation

The staff composition shall be on equitable basis as per the requirement. The organization shall ensure the equitable representation of both women and men in the core staff, board of trustees

and in various functional committees of organization. The organization shall ensure,

- i. 80 % women representation in the executive body (the board)
- ii. 70 % women on key positions at senior and middle level management
- iii. 80 % women in all over in the staff
- iv. 80 % women in interns
- v. 60 % women in Volunteers

Strategy - 2

Benefits to Staff Members on Equity Basis

- i. Provision of daycare/ child friendly space for both, women, and men employees
- ii. Reduce workload and flexible working hours to women employees
- iii. Working from home facility as per situation
- iv. Safe and secure transport facility to women employees in case of working in late hours
- v. Safe and secure living space for women while field visits
- vi. Provision of staff benefits including health insurance and registration with EOBI
- vii. Relaxation over travel time for the next day for those in the field
- viii. Maternity leave for women (90 working days) and paternity leave (10 working days) for men staff as per labor laws, if she/he is member of core staff or minimum two years agreement.

Strategy - 3

Capacity Building of Staff

- i. Create internal and external opportunities for women to enhance their technical skills
- ii. Development of succession plan with a focus to provide opportunities for women to enter in leadership domain
- iii. Seek and develop internal and external capacity building opportunities for women and men staff members on gender issues and integration concepts
- iv. Design mandatory gender sensitive trainings for both, women, and men at all levels
- v. Include a gender sensitive perspective in all trainings (internal and external) facilitated by the organization
- vi. Develop a succession capacity development plan inclusive for women to create second lyre of women's leadership

Strategy - 4

Conducive Organizational Culture and Workplace

- i. Ensure a conducive and approachable working environment where both women and men equally and productively contribute in organizational work. This includes provision of flexible working hours and allowing working from home, where possible
- ii. Ensure separate prayer rooms, rest rooms and washrooms for women
- iii. Provide harassment free (all kind of harassment including sexual harassment) workplace for both, women, and men staff members with a gender concern committee

	<p>to investigate specific concerns.</p> <ul style="list-style-type: none"> iv. Ensure security measures for women through providing safe systems at workplace and in the field. This includes safe and secure transportation for field, secure and reputable night stay in the field, security mechanisms and checks in the office premises. v. Promote self-care and collective care practices to give relaxing working environment to both, women, and men staff members. This includes leisure trips, relaxing hours, celebrations (Birthday, New Year, farewell etc.) and communal team building activities. <p>Strategy - 5 <u>Organizational Policies and Systems</u></p> <ul style="list-style-type: none"> i. Ensure the integration of gender perspective in all policies and systems of the organization. This includes gender- sensitive and responsive HR policies and systems, gender responsive planning and budgeting, Female Monitoring, Evaluation, Accountability and Learning (FMEAL) system and integrating gender indicators into staff performance appraisal systems. ii. Incorporate gender sensitivity as an essential element in the tasks/job profiles in all terms of reference, including TORs for interns, volunteers, and external consultants. iii. Adopt feminist approach to ensure gender based recruitment process. These include development of gender sensitive selection criteria and recruitment procedure, inclusion of women in recruitment committees and develop gender sensitive job descriptions.
<p><i>5.4.2. Field Level</i></p>	
	<p><u>At Field Level</u> The policy aims at,</p> <ul style="list-style-type: none"> i. Strengthening strategic gender-just relations through working, communicating, and sharing knowledge ii. Supporting women’s rights and gender justice focused advocacy and campaigning iii. Engaging men and boys as allies and beneficiaries in the working communities iv. Increasing women’s contribution in communal work by ensuring safe and sound environment for them as beneficiaries

5.4.2.1. Strategies	
	<p>Strategy - 1 <u>Strategic Networking and Connection Building</u></p> <ol style="list-style-type: none"> i. Support and join hands with strategic partners/ organizations on the issues of gender discrimination and women’s rights. ii. Support the like-minded organizations in organizing gender responsive training programs, designing advocacy campaigns on gender issues or women’s rights, sharing of available resource material, etc. iii. Strengthen linkages with the local, national, and international like-minded organizations to work on various women issues. iv. Participate and contribute to the common platforms through technical and financial support (Subject to the availability of financial resources). <p>Strategy - 2 <u>Stand for Women and Human Rights</u></p> <ol style="list-style-type: none"> i. Empower women and increase their participation through provision of various platforms in public domain. ii. Support women to represent in different institutional set-ups. iii. Analyze gender-segregated roles and work patterns, and make special efforts to reduce the workload of women iv. Make special efforts to constantly identify women from vulnerable groups and empower them to raise their voices. v. Sensitize men and boys towards gender issues and mobilize their support towards women’s agenda vi. Build awareness and sensitivity through different strategies on women’s rights and gender issues among common masses vii. Ensure safe and secure environment for women to increase their participation through respecting their cultural norms and taking care of cultural sensitivity viii. Include women, girls, men and boys in designing, planning, execution, and monitoring stages of every project/ intervention ix. Provide facilities to women beneficiaries to increase in their mobility or reduce their workload so that they could participate equally. This involves transportation facilities, child friendly spaces at organizational level as well as at events conducted by the organization. x. Ensure following of code of conduct developed by the organization.
5.5. Associated Policies	
	<p>This policy is complementary to the set of standards that all RWO’s human resource including board, employees, volunteers, interns, and related associates are required to adhere to the organizational Code of Conduct and best practices and related policies defined by the organization.</p>

5.6. Review and Revisit	
	<ul style="list-style-type: none"> i. The policy would contribute and stay relevant as far as the organizational mandate remains relevant within the changing context of Non for profit organizations in Pakistan. ii. With the revision or change in any of the organizational mandate or change in the context, the policy would find be revisited to remain relevant and applicable accordingly.
5.7. Contact Person	
	practical guidance on any aspect of Gender Policy, please contact the Ms. Samina Arshad in the head office of organization.
5.8. Zero Tolerance	
	The organization is committed to practice Zero tolerance to avoid any unwelcoming incident, behavior or practices at all associated places related to its work which includes RWO's office, official field assignment, and any short term/long term work assignment with consultants and/or vendors.
5.8.1. Scope and Application	
	<p>The Organization has zero tolerance for all forms of abuse, exploitation, and sexual harassment. The section will apply to RWO's board, staff members, non-staff personnel- volunteers and interns, vendors, and beneficiaries. It means that they are not to be engaged in any kind of abuse, exploitation, and sexual harassment. All incidents of abuse, exploitation and sexual harassment are to be reported, and will be assessed, investigated, and respond by defined procedure. The organization will pursue rigorously disciplinary and other actions against perpetrators as it is committed to preventing, identifying, and addressing all acts of abuse, exploitation, and sexual harassment at workplace or in the working communities.</p> <p>This section aims to prevent, detect, and address acts of sexual harassment, fraud and corruption involving:</p> <ul style="list-style-type: none"> i. Board (General and Executive Body) ii. Staff Members iii. Non-Staff Personnel - Volunteers, Interns, Vendors, and other beneficiaries
5.8.2. Abuse, Exploitation and Harassment	
	<p>RWO will ensure gender responsive, sensitive, and transformative environment within the organization as Gender Just Organization and will have zero tolerance to any kind of abusive practices as listed below.</p> <ul style="list-style-type: none"> i. All forms of discriminations while hiring or employment practices that are based on gender, race, color, age, sexual orientation, ethnicity, disability/different ability, religion, political affiliation, union membership, national origin, or marital status ii. Any kind of sexual harassment acts in office premises including head office and

	<p>branch offices, in field areas and in any place where the organization is in representation.</p> <ul style="list-style-type: none"> iii. All forms and extent of verbal abuse iv. Pleasing behaviors and practices including receiving and/or giving gift items to anyone involved during an official / professional work conduct v. All forms of exploitation and abuse of children (such as forced and/or child labor and child sexual abuse) vi. Harmful practices and/or undignified behaviors towards vulnerable groups in particular minorities, transgender and persons with disabilities vii. Hostile working environment attached to unethical or undignified behaviors and practices viii. Sexual or any kind of exploitation ix. All sort of pleasing behaviors and practices including receiving and/or giving gift items to anyone involved during an official / professional work conduct
<p><i>5.9. Whistleblowing Mechanism</i></p>	
	<p>The whistleblowing mechanism aims to encourage employees to raise concerns about serious misconduct or report suspected violations of the law or the organizational policies and to provide assurance that those employees will be protected from retaliation for making such reports. The mechanism also outlines the ways in which employees can voice their concerns and the steps the organization will take in responding to disclosed breaches or violations of laws and/or organizational policies.</p>
<p><i>5.9.1. Possible Instances of Malpractices</i></p>	
	<p>The possible instances of the malpractices are,</p> <ul style="list-style-type: none"> i. Harassment, discrimination, or other unfair employment practices ii. Breach of any policy or information which can be harmful for or damage the organization's reputation iii. Misuse of authority for personal gains or favors iv. Gross misconducts such as bribery or any forms of financial or other gains v. Fraud or deception vi. Forgery or alteration of financial / non-financial documents or account belonging to organization vii. Violation of policies related to safety or security of the staff or organization's beneficiaries
<p><i>5.9.2. Process of Whistleblowing</i></p>	
	<p>Employees can sometimes observe or become aware of behavior or actions which are in breach of laws and/or organization policies. They may however fear harassment and victimization if they raise their concerns or disclose irregularities. This mechanism is intended to encourage all employees to disclose any wrongdoing that may adversely impact the organization, employees, or the public at large.</p> <p>The whistle blower may raise her/his concern in person or in writing through email and text</p>

	<p>message. The whistle blower can use the following channels to disclose the matter</p> <p>Telephone: 0300-6303574 Email: info@roshnimultan.org WhatsApp: 0300-6303574</p> <p>All disclosures will be dealt according to the highest levels of confidentiality, anonymity and impartially.</p>
<p><i>5.9.2.1. Steps of Whistleblowing</i></p>	
	<p><u>Step - 1</u> This will depend on the seriousness and sensitivity of the issues involved and who is suspected of the wrongdoing. The whistleblower normally raises concerns with.</p> <ol style="list-style-type: none"> i. Line Manager ii. Executive Director iii. Committee Members <p>If, exceptionally, the concern is about the Executive Director of the organization, the concern should be raised with the Board of Directors who will decide how the investigation will proceed. This may include external investigation.</p> <p><u>Step - 2</u> The organization/ formed committee will respond to the concerns as quickly as possible. Initial inquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The investigation may need to be carried out under terms of strict confidentiality, i.e. by not informing the subject of the complaint until (or if) it becomes necessary to do so. In certain cases, however, such as allegations of ill treatment of others, may have to be considered</p> <ol style="list-style-type: none"> i. Immediately. Where appropriate, the matters raised may: ii. Be investigated by management, internal audit, or through the disciplinary/grievance iii. process iv. Be referred to anti-harassment or safeguarding committee v. Be referred to the external auditor vi. Be referred to the law enforcement such as police
<p><i>5.9.3. Responsible Structure and Response Time</i></p>	
	<ol style="list-style-type: none"> i. A three members' committee will be formed comprised of a BOD member, a member from Executive committee and a staff from senior management (2 males & 1 female) which will assess the reasonableness / adequacy of such reporting and will recommend investigation, if needed within 7 working days ii. The BOD member shall be chairperson of the committee iii. The chairperson may also act as an in charge of the committee who will be responsible for execution and compliance of this policy. iv. The committee may also call the accused after the initial investigation within 3 of working days.

	<p>v. The Executive Director will execute the decision of committee after discussion with board of directors within the 3 of working days.</p> <p>vi. If in case the complaint / allegation is against the committee member/s, that member will be stepped down and Executive Director will appoint the new member. If in case, the complaint / allegation is against the Executive Director, the Whistleblower may report the matter to the Board of Directors and Board of Directors will response within 10 of working days.</p>
--	---

5.9.4. Safeguard Mechanism

To Protect the Whistle Blower from Harassment and Victimization

The organization will not tolerate any harassment or victimization of a whistleblower (including informal pressures) and the committee will take appropriate action to protect the whistleblower when he/she raise a concern in good faith and will treat this as a serious disciplinary acts which will be dealt with under the disciplinary rules and procedure.

Keeping Confidentiality of the Matter

All concerns will be treated in confidence and every effort will be made not to reveal the identity of a whistleblower if that is his/her wish. If disciplinary or other proceedings follow the investigation, it may not be possible to act as a result of whistleblower’s disclosure without his/her helps, so he/she may be asked to come forward as a witness. If whistleblower agrees to this, he/she will be offered advice and support.

Dealing with Anonymous Allegations

This Policy encourages the whistleblower to put his/her name to the allegation whenever possible. If the whistleblower does not disclose the identity, it will be much more difficult to protect the position or to give feedback to whistleblower. This policy is not ideally suited to concerns raised anonymously. Concerns expressed anonymously are much less powerful, but they may be considered at the discretion of the Committee. In exercising this discretion, the factors to be taken into account would include:

- i. The seriousness of the issue raised
- ii. The credibility of the concern, and
- iii. The likelihood of confirming the allegation from other sources

Untrusted Allegations

If the whistleblower makes an allegation in good faith and reasonably believing it to be true, but it is not confirmed by the investigation, the committee will consider his/her concerns and it shall not affect the whistleblower. If, however, an allegation was framed frivolously, maliciously or for personal gain, appropriate action that could include disciplinary action against the whistleblower.

Other Safeguards

Throughout the process:

The whistleblower will be given full support from senior management

	<p>Her/his concerns will be taken seriously, and the organization/committee will do all it can to help the whistleblower throughout the investigation.</p> <p>For those who are not direct employees, the organization will endeavor to provide appropriate advice and support wherever possible</p>
	<i>5.9.5. Retention of Reports</i>
	<p>The Executive Director shall decide on the period of retention of all investigation reports and relevant documentation. However, retention of any documents under the mechanism will be for no longer than necessary after the investigation is closed.</p>
	<i>5.9.6. Contact</i>
	<p>For practical guidance on any aspect of whistleblowing mechanism, please contact the Zahid Zahoor in the head office.</p>
	<i>5.10. Sexual Harassment Policy</i>
	<p>This policy is to set organizational procedures for preventing sexual harassment and for investigating and resolving allegations of sexual harassment. As a gender just organization, RWO strictly prohibits all forms of gender-based discrimination and sexual harassment and is committed to providing and promoting an atmosphere in which its staff and non-staff members can realize their maximum potential in the workplace and engage fully in learning processes.</p>
	<i>5.10.1. Responsible</i>
	<p><u>Staff and Non-Staff Personnel</u></p> <p>All board members, staff, and non-staff personnel- volunteers and interns, vendors and beneficiaries are responsible for ensuring that the workplace is free from sexual harassment. RWO strictly disapproval of offensive or inappropriate sexual behavior at work, all employees must avoid any action or conduct which could be viewed as sexual harassment.</p> <p><u>Management</u></p> <p>The organization’s management is responsible for ensuring the application of the policy in its true meaning to ensure a positive and conducive environment to its employees.</p>
	<i>5.10.2. Applicability of the Policy</i>
	<p>Provisions of this section are applicable to all staff and non-staff personal including board members, temporary staff such as consultants, interns, volunteers, vendors, targeted beneficiaries, and other relevant stakeholders. Sexual harassment of any kind will be considered as ‘misconduct’ and strict action will be taken against the accused person as per the procedure given below.</p>
	<i>5.10.3. Definition of the Sexual Harassment under the Policy</i>
	<p>Under the policy, the sexual harassment is defined as,</p> <ol style="list-style-type: none"> i. Any unwelcome sexual advance

	<ul style="list-style-type: none"> ii. Request for sexual favors iii. Verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes iv. Causing interference with work performance or creating an intimidating v. Hostile or offensive work environment vi. Attempt to punish the complainant for refusal to comply to such a request or Is made a condition for employment
--	---

5.10.4. Inquiry Committee

Structure of Inquiry Committee

The Executive Director shall be responsible to form 3 members inquiry committee comprised of BOD Member, Executive Body Member and a staff from Senior Management.

Role of the Committee

- i. To ensure zero tolerance for sexual harassment in the organization
- ii. Deal with any sexual harassment cases reported to them informally or formally
- iii. Make sure their recommendations are implemented within 7 working days
- iv. Monitor the environment after a case has concluded for any retaliation against the complainant or witnesses

Powers of the Inquiry Committee

(1) The Inquiry Committee shall have power.

- i. To summon and enforce attendance of any person and examine him/her on oath.
- ii. To require the discovery and production of any document.
- iii. To receive evidence on affidavits; and
- iv. To record evidence.

(2) The Inquiry Committee shall have the power to inquire into the matters of harassment under this policy, to get the complainant or the accused medically examined by an authorized doctor, if necessary, and may recommend appropriate penalty against the accused.

(3) The Inquiry Committee may recommend to the Executive Director for appropriate action against the complainant if allegations leveled against the accused found to be false and made with mala fide intentions.

(4) The Inquiry Committee can instruct to treat the proceedings confidential.

5.10.5. Procedure to Address the Cases

Anyone who is subject to sexual harassment should, if possible, inform the alleged harasser that the conduct is unwanted and unwelcome. RWO recognizes that sexual harassment may occur in unequal relationships (i.e. between a supervisor and his/her employee) and that it may not be possible for the victim to inform the alleged harasser.

If a victim cannot directly approach an alleged harasser, he/she can approach one of the committee members responsible for receiving complaints of sexual harassment.

When the Committee Receives a Complaint of Sexual Harassment

The committee shall,

- i. Immediately record the dates, times, and facts of the incident(s)

	<ul style="list-style-type: none"> ii. Ascertain the views of the victim as to what outcome he/she wants iii. Ensure that the victim understands the organization’s procedures for dealing with the complaint iv. Discuss and agree the next steps: either informal or formal complaint, on the understanding that choosing to resolve the matter informally does not preclude the victim from pursuing a formal complaint if he/she is not satisfied with the outcome v. Keep a confidential record of all discussions vi. Respect the choice of the victim vii. Ensure that the victim knows that they can lodge the complaint outside of the organization through the relevant country/legal framework <p>Throughout the complaint’s procedure, a victim is entitled to be helped by a counselor. Roshni Welfare organization shall nominate a counselor or number of counselors and provide the victims with special assistance and trainings. Moreover, RWO shall provide full support to victims in making complaints.</p>
--	--

5.10.6. Formal and Informal Compliant Mechanism

	<p><u>Formal Complaints Mechanism</u></p> <p>If the victim wants to make a formal complaint or if the informal complaint mechanism has not led to a satisfactory outcome for the victim, the formal complaint mechanism should be used to resolve the matter.</p> <p>The Committee carrying out the investigation shall,</p> <ul style="list-style-type: none"> i. Interview the victim and the alleged harasser separately ii. Interview other relevant third parties separately iii. Decide whether or not the incident(s) of sexual harassment took place iv. Produce a report detailing the investigations, findings, and any recommendations v. If the harassment took place, decide what the appropriate remedy for the victim is, in consultation with the victim (i.e.- an apology, a change to working arrangements, a promotion if the victim was demoted as a result of the harassment, training for the harasser, discipline, suspension, dismissal) vi. Follow up to ensure that the recommendations are implemented, that the behavior has stopped and that the victim is satisfied with the outcome vii. If it cannot determine that the harassment took place, he/she may still make recommendations to ensure proper functioning of the workplace viii. Keep a record of all actions taken ix. Ensure that the all records concerning the matter are kept confidential <p><u>Informal Complaints Mechanism</u></p> <p>If the victim wishes to deal with the matter informally, the designated person will:</p> <p>Give an opportunity to the alleged harasser to respond to the complaint</p> <ul style="list-style-type: none"> i. Ensure that the alleged harasser understands the complaints mechanism ii. Facilitate discussion between both parties to achieve an informal resolution which is
--	---

	<p>acceptable to the complainant, or refer the matter to a designated mediator within the company to resolve the matter</p> <ul style="list-style-type: none"> iii. Ensure that a confidential record is kept of what happens iv. Follow up after the outcome of the complaints mechanism to ensure that the behavior has stopped
<p><i>5.10.7. Procedure of Inquiry</i></p>	
	<p>The Inquiry Committee, within three days of receipt of a written complaint, shall,</p> <ol style="list-style-type: none"> 1. Communicate the accused of charges and statement of allegations leveled against him, and a formal written receipt of which will be given. <ol style="list-style-type: none"> a) Require the accused within seven days from the day the charge is communicated to him to submit a written defense and on his failure to do so without reasonable cause, the Committee shall proceed ex-parte: and b) Enquire into the charge and may examine such oral or documentary evidence in support of the charge or in defense of the accused as the Committee may consider necessary and each party shall be entitled to cross-examine the witnesses against him. 2. Subject to the provisions of this policy and any rules made thereunder the Inquiry Committee shall have power to regulate its own procedure for conducting inquiry and for the fixing place and time of its sitting. 3. The following provisions inter alia shall be followed by the Committee in relation to inquiry: <ol style="list-style-type: none"> a. The statements and other evidence acquired in the inquiry process shall be considered as confidential. b. An officer in an organization, if considered necessary, may be nominated to provide advice and assistance to each party c. Adverse action shall not be taken against the complainant or the witnesses. d. The inquiry Committee shall ensure that the employer or accused shall in no case create any hostile environment for the complainant to pressurize her from freely pursuing her complaint; and e. The Inquiry Committee shall give its findings in writing by recording reasons thereof. <p>The Inquiry Committee shall submit its findings and recommendations to the Executive Director within fifteen days of the initiation of inquiry. If the Inquiry Committee finds the accused to be guilty it shall recommend to the Executive Director for imposing one or more of the following penalties:</p>
<p><i>5.10.8. Sanctions and Disciplinary Measures</i></p>	
	<p>Anyone who has been found to have sexually harassed another person under the terms of this policy is liable to any of the following sanctions:</p> <p><u>Minor Penalties</u></p> <ol style="list-style-type: none"> i. Verbal or written warning

	<ul style="list-style-type: none"> ii. Adverse performance evaluation iii. change in-desk/ Section / work iv. Withholding, for a specific period, promotion, or increment v. Reduction in wages/salary vi. Transfer vii. Recovery of the compensation payable to the complainant from pay or any other source of the accused <p>Major Penalties:</p> <ul style="list-style-type: none"> i. Demotion ii. Suspension from service iii. Removal from services iv. Dismissal from services v. Litigation <p>The nature of the sanctions will depend on the gravity and extent of the harassment. Suitable deterrent sanctions will be applied to ensure that incidents of sexual harassment are not treated as trivial. Certain serious cases, including physical violence, will result in the immediate dismissal of the harasser.</p>
	<p><u>5.10.9. Decisions</u></p>
	<p>Decision and penalties would be made and executed by Executive Director within 3 working days after the submission of the final investigation report by the committee.</p> <p>If members bring a harassment complaint to attention of committee then it is expected by the individuals and as committee to,</p> <ul style="list-style-type: none"> i. Listen ii. Make no judgment iii. Assure members that all information will be kept as confidential as possible iv. Collect any physical evidence v. No retaliation vi. Take complete and concise notes vii. Assure them an immediate investigation will be conducted within 3 calendar days) <p>Visit with the Accused</p> <ul style="list-style-type: none"> i. Inform them that a complaint has been filed ii. Let them tell their side of the incident in question iii. Assure them for fair investigation <p>Interview any witnesses</p> <p>Check Personnel Files</p> <ul style="list-style-type: none"> i. Have there been prior allegations by the complainant ii. Have there been previous allegations toward the harasser <p>Based on the Investigative process</p>

	<ul style="list-style-type: none"> i. Report all findings to Executive Director who will determine guilt or innocence and jointly confirm disciplinary action ii. Inform harasser that all incidents must stop immediately iii. Document all reports, the investigation process, the determination of guilt or innocence, and disciplinary actions taken.
<i>5.10.10. Safeguarding</i>	
	<p>To ensure the safeguarding of the victim,</p> <ul style="list-style-type: none"> i. Committee shall be responsible to make sure the confidentiality of the complaints ii. The Executive Director will be responsible to ensure the conducive environment for inquiry and present evidence, if required by the committee.
<i>5.10.11. Evidence</i>	
	<ul style="list-style-type: none"> i. Written statement ii. verbal statement, iii. Audio & video clips (with voice). iv. Other evidences related complaint
<i>5.10.12. Right to Appeal</i>	
	<ul style="list-style-type: none"> i. Any party aggrieved by decision of the Competent Authority (Executive Director) on whom minor or major penalty is imposed may within seven working days of written communication of decision prefer an appeal to the Board of Directors. ii. A complainant aggrieved by the decision of the Competent Authority may also prefer appeal within seven working days of the decision to the Board of Directors. iii. The appellate authority i.e. board of directors may, on consideration of the appeal and any other relevant material, confirm, set aside, vary, or modify the decision within thirty days in respect of which such appeal is made. It shall communicate the decision to both the parties and the employer.
<i>5.10.12. Review</i>	
	A summary of reports received, actions taken and outcomes of investigations, will be provided by the head of the committee at each monthly management meeting. The effectiveness of this mechanism will be reviewed annually or earlier if required.
<i>5.10.13. Retention</i>	
	The Executive Director shall decide on the period of retention of all investigation reports and relevant documentation. However, retention of any documents under the sexual harassment policy will be for no longer than necessary after the investigation is closed
<i>5.10.14. Contact</i>	
	For practical guidance on any aspect of sexual harassment policy, please contact the Zahid Zahoor in the head office of RWO.

Chapter 6: Power to Make Amendments

6.1. Amendments procedure

Board of Directors is authorized to make amendments in the policy on suggestions from the department head and recommendations of Executive Director.

The amendments may be approved in consideration of the followings:

- a. Due to change of any General Law
- b. Due to change of any Specific Law applicable on NGOs
- c. Enhance the efficiency/productivity
- d. Enhance the operational facilitations and controls
- e. Any other matter which is considered good by the board of Directors

Annexures

Annexure-1: Training Request Form

Date: _____

Requested By:		Job Title:	
Date:		Department Name:	
Name:		Position:	
2. Course Name:			
3. Offered by (Org. Name)/Trainer Name:			
4. Location/venue			
5. From:	To:	No. of Days:	

For HR Department Use Only:

1. Enrolment Fees:	
2. Tickets (If Applicable):	
3. Accommodation (If Applicable):	
4. Additional Cost Estimated (Visa, etc.)	
Total Estimated Cost:	

Head of Department

Signature

HR department Head

Signature

*Attached are all needed documents (Venue, Training Cost, and Accommodation if any, details about the value of the training and how it is going to affect your business).

Annexure-2: Training Evaluation Form

LEARNING EVALUATION					
SECTION I: GENERAL INFORMATION					
Employee #:	<input style="width: 95%;" type="text"/>		From:	<input style="width: 95%;" type="text"/>	To: <input style="width: 95%;" type="text"/>
Learner's Name:	<input style="width: 95%;" type="text"/>	Designation:	<input style="width: 95%;" type="text"/>		Department: <input style="width: 95%;" type="text"/>
Learning Style	<input style="width: 95%;" type="text"/>	If On Job	<input style="width: 95%;" type="text"/>		Duration Months <input style="width: 30px;" type="text"/> Days <input style="width: 30px;" type="text"/>
Name of the Source:	<input style="width: 95%;" type="text"/>	Topic of Training:	<input style="width: 95%;" type="text"/>		Date of Training: <input style="width: 95%;" type="text"/>
Facilitator's Name:	<input style="width: 95%;" type="text"/>	Attendance %	<input style="width: 95%;" type="text"/>		Training Evaluation by Facilitator <input style="width: 95%;" type="text"/>

SECTION II: REACTION

To measure participants' reactions to the training program

TRAINING EVALUATION:

RATING CRITERIA: 5: Outstanding, 4: Exceeds Expectations, 3: Meets Expectations, 2: Needs Improvements, 1: Unsatisfactory

Training Content		Quality Of Materials		Training Environment		Facilitator's Style	
Relevance to my work		Hand-outs		Seating Comfort		Knowledge	
Challenge		Case Studies		Seating Arrangement		Delivery Style	
Level of energizers		Exercises		Food Quality		Responsiveness	
Case studies		Reading Materials		Lighting		Preparation	
Exercises		PowerPoint Slides		Support activities		Follow-up Discussion	
TOTAL RATING	%	TOTAL RATING	%	TOTAL RATING	%	TOTAL RATING	%

Annexure-3: Post Learning Feedback Form

Title of Training		Date	
Location		Training	

Instructions: Please tick your level of agreement with the statements listed below	Strongly Agree	Agree	Disagree	Strongly Disagree	Not relevant to this event
1. The objectives of the training were met					
2. The presenters were engaging					
3. The presentation materials were relevant					
4. The content of the course was organized and easy to follow					
5. The trainers were well prepared and able to answer any questions					
6. The course length was appropriate					
7. The pace of the course was appropriate to the content and attendees					
8. The exercises/role play were helpful and relevant					
9. The venue was appropriate for the event					

10. What was most useful?

11. What was least useful?

12. What else would you like to see included in this event? Are there any other topics that you would like to be offered training courses in?

13. Would you recommend this course to colleagues? Yes/No Why?

14. Any other comments?

*Thank you for completing this evaluation form. Feedback received will be used to provide improvements to future training events.

Annexure-4: Recruitment Plan

Job title		Department	
Staff grade		No. vacancies	

Nature of Post

- Permanent
- Contractual
- Daily Wages

If Contractual, No. of days/months _____ If Daily Wages, No. of Days _____

Post Already

- Sanctioned
- Not Sanctioned

Education _____

Skills _____

Experience _____

Age _____

Job Description: _____

Person Specification: _____

Justification: _____

Department Head

(HR & ADMIN)

Executive Director

Annexure-5: Declaration of Family Members

In accordance to (NAME OF ORGANIZATION) (Employment of Close Relatives) I, _____
_____ currently working as _____, in (NAME OF ORGANIZATION)
hereby I declare that:

- I have no relative in (NAME OF ORGANIZATION)
- I have a relative in (NAME OF ORGANIZATION) as follows:

S.no	Name	Position	Relation
1			
2			
3			
4			

I hereby abide to report any other relative who may be employed by (NAME OF ORGANIZATION) in the future.

Employee Signature: _____

Date: _____

Annexure-6: Employee Contract

Ref: (NAME OF ORGANIZATION)/HR/EMP-00000

Dated _____

Employee Name _____

CNIC No _____

Employee Address _____

Dear Mr. /Ms. /Mrs.

(Name of Organization), is offering you employment at the following terms and conditions as set forth:

Position	
Grade	
Department	
Function	
Location	
Type of Employment	
Period of Employment	

COMPENSATION

Your salary will be **PKR /-** per month gross, payable at the end of each Calendar month. Break up is as follows:

Basic Salary	
--------------	--

In addition, you will also entitle for following benefits:

Monthly Mobile SIM Allowance	<i>Up to Rs. /-</i>
Qualification Allowance	<i>Rs. /-</i>
Monthly Car Allowance	<i>Rs. /-</i>
Monthly Fuel Limit	<i>Up to Rs. Liters</i>
Travel Allowance (if applicable)	<i>Rs. /-</i>

The Organization will deduct Income tax, EOBI contributions and any other levies from the salary as per the laws of Pakistan.

Other Benefits

You are entitled to claim the employment benefits according to the grade level approved by the management. By signing this employment Agreement, you agree to abide by the existing policies and further agree to any modification/addition to the policies made by the Organization. You will be advised of any change of the policies.

Probation Period

You will be on probation for a period of (03) three months from the date of appointment. At the end of the probation period, provided if your services have been considered satisfactory by the Organization, and subject to receipt of satisfactory references from previous employers your appointment as permanent employee of the Organization will be confirmed in writing.

Your probationary period can be extended for such further term/terms as considered appropriate by the Organization. Such extension of the probationary period may be in writing or implied.

Office Hours

Currently, (NAME OF ORGANIZATION) follows Six day per week, Monday to Saturday 09.00am – 05:00pm, with one hour lunch break and prayer break on Fridays.

These office hours are subject to change at the sole discretion of the management. You will be advised of any changes accordingly.

Due to the nature of our business, you will, at times, be required to work beyond the stipulated office hours. You are expected to work the hours required to discharge your job and you may be compensated for such extra hours as per the Organization policies (overtime payment is applicable to non-management work levels only).

Leaves

You will be entitled to the following leaves (working days) with full pay. Casual and sick leaves commence from the date of employment, while Annual Leaves will be authorized after the confirmation of employment.

- Annual 14 Days
- Casual/Sick 26 Days

Obligations

Obligations on employee include:

- To serve the Organization exclusively, faithfully, and diligently.
- To observe and perform all instructions and directions that may be given to you from time to time by the Organization;
- To be regular and punctual in your attendance and to be of exemplary conduct;
- To be responsible for the safety, proper use and maintenance of property belonging to the Organization entrusted to you;
- Whether during or outside working hours or whether within the Organization premises or otherwise, not to conduct yourself in a manner which may cause, or be likely to cause or be calculated to cause damage to the reputation and /or business of the Organization;
- Not to receive or accept, whether directly or indirectly any profit, commission or any gain arising out of or from any promise, bargain, transaction, contract, undertaking, business or enterprise in any manner related to the Organization or the affairs or the business of the Organization;
- To abide by the applicable laws of Pakistan at all times; and
- Not to disclose proprietary and confidential information that you may obtain during the course of your employment as per the Organization's policies.

No Other Engagements

You will not, without the Organization's prior written permission, carry on any business, or enter for any part of your time, in any capacity, the services of, or be employed by, any other firm, Organization or person.

Service Rules and Regulations

The appointment is subject to the Organization's Service Rules and Regulations, now in force or which may from time to time be in force and the right of the management to discipline and/or suspend and/or right to transfer you to any other department or office wherever situated in Pakistan.

Code of Conduct

By signing the present Employment Agreement, you are deemed to have reviewed and agreed with the Organization's Code of Conduct which will be deemed a part of this Employment Agreement. The Code of Conduct may from time to time modified by the Organization at its sole discretion and any modification of the Code of Conduct will be deemed accepted by you.

Misconduct

If at any time in the Organization’s opinion, which shall be final and conclusive in this matter, you are found guilty of your employment obligations including the obligations of this Employment Agreement and of any applicable policies at the time of such breach/ dishonesty, misconduct, disorderly behavior, negligence, indiscipline, absence from duty without permission or of any other conduct which violates one or more terms of this Employment Agreement and of the applicable policies, this Employment Agreement shall be terminated forthwith without any notice whatsoever or any salary in lieu of notice.

Notice of Termination

During the probationary period this appointment can be terminated by either party giving each other 07 seven days written notice or 07 seven days gross salary in lieu thereof.

After confirmation, this appointment can be terminated by either party giving each other 30 to 60 days (depends on position) written notice or 30 to 60 days gross salary in lieu thereof.

If the foregoing terms are acceptable to you, please confirm by signing the statement at the bottom of this Employment Agreement and return one copy of the Employment Agreement to (NAME OF ORGANIZATION). The Effective Date of your employment at (NAME OF ORGANIZATION) will be the date of acceptance of the present terms and conditions.

We take this opportunity to welcome you to (Name of Organization) and wish you a successful career.

For (NAME OF ORGANIZATION);

Name:
HR Department

Name:
Executive Director

EMPLOYEE’S CONFIRMATION

I have carefully read all the terms and conditions of this Employment Agreement and of the applicable policies and I accept the employment with effect from _____.

EMPLOYEE’S SIGNATURE
DATE

HR Recruitment
DATE

Annexure-7: Job Acceptance

Mr. Ms.
Executive Director
Name of City

Subject: **Job Acceptance (Post of abc)**

Dear Sir/Madam,

With reference to your job offer letter dated (Date), it is a matter of pleasure for me that your esteemed organization considered me for the position of (Position)

I hereby submit my joining report for the said position from (Date /month/ year).

Thank you.

(Name)
CNIC

Annexure-8: Employee Discipline Notice

Employee Name: _____ Designation _____ Business
unit _____ Department _____ Date _____

Disciplinary Action:

Verbal Warning _____
First written warning _____
Second Written Warning _____
Suspension without Pay Beginning from _____ / _____ / _____ to
_____ / _____ / _____
Dismissal _____

Detailed Description of Incident
Include dates, times, locations, and names of all relevant parties and witnesses, policies violated, and all data related to documents, numbers, amounts, facts and Attachments)

Statement to Employee (Check One)

You are being issued this disciplinary warning to identify work deficiencies or violations of Policy. Further problems of any kind may result in further disciplinary action up to and including discharge.

You are being suspended from work immediately pending investigation of circumstances described here. Termination of employment or other action will be determined.

Employee Response (Check One):

- Agree with statement above _____
- Agree with action being taken _____
- Disagree with statement above _____
- Disagree with action being taken _____

Details(if required):

Supervisor Signature _____
Date _____
Employee Signature _____
Date _____
Witness _____
Date _____

Annexure-9: Improving Employee/Organizational Wellbeing

INTRODUCTION

BASIC INFORMATION:

Date _____

Name		Position	
Department		Date of hire	
Designation		Direct Supervisor	

QUESTIONS

PART A:

1. What factors can be improved within (Name of Organization)?

	Pay/benefits		Relation with Supervisor/Supervisee
	Retirement		Career Advancement opportunities
	Relationship with Co. workers		training
	orientation		Inadequate work resources
	Working conditions/environment.		Other reasons (specify)

2. Suggest some solutions of above-mentioned factors in order to improve (Name of Organization)?

3. If you leave (NAME OF ORGANIZATION), to which extent did each of the following influence your decision of leaving? (Tick appropriately)

Issues	Very little extent	Little extent	Some extent	Great extent	Very great extent
(NAME OF ORGANIZATION) Policies					
Immediate supervisor					
Co-workers					
Need for more meaningful & challenging work					
Pay, benefits and work conditions/schedule/Load					

4. Would you want to work for (NAME OF ORGANIZATION) in future? Yes/ No
Why/under what conditions?

5. What areas in (NAME OF ORGANIZATION) (Specific policies, supervisor, benefits etc) enhanced your career progression?

Better Pay/benefits	Resource facilitation
Work Environment	Employee rewards/recognition
Training and Development	Management/Employee relations
Career advancement	Other reasons (specify)

6. (a) Would you recommend our organization to your friend who needs a job? Yes/No
(b) Give reasons for your answer

PART B;

Use the following to rate your responses (write in the box)

- Strongly disagrees with statement.
- Agree
- Neutral
- Disagree
- Strongly disagree

1. Details about Your Job

Your job had potential growth prospects	
Your skills were effectively utilized and used	
Your job orientation was holistic	
Workload was manageable	
Sufficient resources were available	
Work environment was safe/good/comfortable.	

2. What do you think is more appropriate? (✓ the box)

My supervisor: -

Had knowledge of the job	
Had knowledge of supervision	
Was open to suggestion	
Recognized employees' contribution	

What are your other comments about your supervisor?

--

3. The Project/Department You Worked In, in past. (✓ the box)

Had good teamwork	
Had adequate equipment's/work tools	
Was adequately staffed	
Was efficient	

4. The Management & Its Attitude towards Your Management (✓ the box)

Provided Development opportunities	
Gave fair & equal treatment	
Was available to discuss job related issues	
Welcomed suggestions and encouraged feed back	
Maintained consistent policies & practices	
Provided & recognized your achievements	

5. What are your suggestions to Management?

Are you satisfied with the Compensation & Benefits? Use the following to rate your perception (write in the box)

- strongly disagrees
- Agree
- Neutral
- Disagree
- Strongly disagree

Good Medical Insurance Package	
Good Accident insurance	
Good Salary	
Nice Overtime Compensation	

6. What areas of compensation do you think (NAME OF ORGANIZATION) should pay more attention to in future?

7. Any other comments

End of the Suggestion

Date _____

Interviewer Signature

Date-----

Employee signature

Date-----

Verified by
Position/Name
HR Department Pakistan

Annexure-10: Health Claim Checklist

Date _____

1. Documents Required for the Clearance of OPD Claims:

Certified physician prescription	Photocopy
Proper itemized bills	Original
Payment Receipts	Original
Lab test and Radiology Charges	Photocopy
Consultation Charges Receipts	Original
Medicines Bills	Original
Other miscellaneous medical expenses like blood & oxygen etc.	Original
Laboratory or Radiology reports with doctor's reference	Original
Any other supporting documents that deemed necessary	Original

2. Documents Required for the Clearance of Hospitalization Claims:

Room Charges bills	Original
Surgeon fee with details/breakup (if any).	Original
Operation Theatre Charges (if any).	Original
Anesthesia charges (if any).	Original
Copy of birth certificate (in case of childbirth).	Photocopy
Any other documents that deemed necessary	Original

Employee

HR Department

Annexure-11: Leave Application Form

Employee Name			
Designation			
Department		Employee Code	

Leave Type	Annual	Casual	Medical	Compensatory	Maternity/ Paternity	Unpaid	other	
Duration of leave			Full	Half	Short leave			

From _____ to _____ No. of leaves/ Hours _____

Reason:

Applicants Signature _____
Date _____

Approval			
Department Head		Date	
Remarks			
HR Department		Date	
Remarks			

Annexure-12: Experience Certificate

(May be reworded as per Requirement and services rendered)

TO WHOM IT MAY CONCERN

This is to certify that Mr/Miss/Mrs. (Name of Employee) has worked with the (Name of Organization) from Date to Date as a “**Designation of the Post**”.

We found him/her honest, responsible, enthusiastic, patient and hardworking throughout his/her working tenure with this organization. We considered him/her as one of the best resources and as an asset to this organization and believe that he/she can bravely achieve the challenges of today’s world with his/her interact, education, experience and professional skills. He /She is dedicated worker and possesses pleasant and very high ethical standards.

We wish him/her best of luck in his/her future endeavors.

Name
Executive Director / President
Name of Organization
Email:
Office Tel#

Annexure-13: Fixed Assets Register (FAR)

Fixed Assets Register (FAR)

Category	Asset Code	Name of Asset	Date of Purchase	Name of Vendor	Capitalized Cost per unit	Quantity	Total Capitalized Cost	Life of Asset/ Assets
Land								
Building								
Furniture and Fixture								
IT Equipment								
Plant and Machinery								
Vehicles								

Annexure-14: Depreciation Schedule

Fixed Assets Register			
Name of Assets			
Asset Code			
Date of Purchase			
Year	Depreciation Expense for the year	Accumulated Depreciation	Book value at the end of years
1			
2			
3			
4			
5			

Annexure-15: Payment Request

Roshni Welfare Organization (RWO)
Address

Dated: _____

Bank/Cash Payment Request

Project

Payee Name: _____

Payable Amount: PKR. _____ in words

Payment Mode: Bank _____ Cash _____

Urgent: Yes _____ No _____

Activity Name: _____

Description: _____

Submitted by:

Recommended by:

Approved by:

Executive
Director

Annexure-16: Purchase Request Form

Name of Activity: _____

Name of Project: _____

Venue: _____ No. of Participants; _____

Head of account/ Activity code: _____ Date: _____

S. No.	Items Requested (Kindly provide full specification)	Qty	Unit Cost	Estimated Total Cost	REMARKS
1					
2					
3					
4					
5					
6					
7					
8					
Grand Total:					

Requestor's Name: _____ Designation: _____ Sign: _____

FINANCE SECTION:

Name:	Designation:	Signature:	Date:
Total Payment:	Cash Rs:	Cheque No.	Date:

Checked By (PC): _____ Sign: _____ Dated: _____

Approved By (ED): _____ Sign: _____

Annexure-17: Cash Payment Vouchers

Roshni Welfare Organization (RWO)			
Cash Payment Voucher			
Voucher No. <u>CPV 00</u> _____		Dated: _____	
Payee Name _____			
Description	Account Code	Debit	Credit
Particulars			
Total Amount			
Rupees in Words _____			
_____ Prepared By		_____ Checked by	
_____ Approved By			

Annexure-18: Bank Payment Voucher

Roshni Welfare Organization (RWO)			
Bank Payment Voucher			
Voucher No. BPV 00	_____	Dated:	_____
Check No.	_____		
Payee Name	_____		
Description	Account Code	Debit	Credit
Particulars			
Total Amount			
Rupees in Words _____			
_____ Prepared By		_____ Checked by	
_____ Approved By			

Annexure-19: Journal Voucher

Roshni Welfare Organization (RWO)			
Journal Voucher			
Voucher No. <u>JV 00</u> _____		Dated: _____	
Description	Account Code	Debit	Credit
Particulars			
Total Amount			
Rupees in Words _____			
_____ Prepared By		_____ Checked by	
_____ Approved By			

Annexure-20: Bank Receipt Voucher

Roshni Welfare Organization (RWO)			
Bank Receipt Voucher			
Voucher No. <u>BRV 00</u> _____		Dated: _____	
Cheque Number/ Bank Name _____			
Received from _____			
Description	Account Code	Debit	Credit
Particulars			
Total Amount			
Rupees in Words _____			
_____ Prepared by		_____ Checked by	
_____ Received By			
_____ Verified By			

Annexure-21: Cash Receipt Voucher

Roshni Welfare Organization (RWO)			
Cash Receipt Voucher			
Voucher No. CRV 00 _____		Dated: _____	
Received from _____			
Description	Account Code	Debit	Credit
Particulars			
Total Amount			
Rupees in Words _____			
_____ Prepared by		_____ Checked by	
_____ Received By			
_____ Verified By			