

# GAASH WELFARE SOCIETY

## POLICY MANUAL



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# GAASH WELFARE SOCIETY

## 1: Background Information

Organizations need to develop their specific policies to ensure the good performance and sustainability of the organization.

Policy and procedures manuals are the important reference tools of organization. Some manuals distinguish between “Policies” as broad, overarching statements of principles, and follow these with more specific guidelines, procedures and regulations. Gaash Welfare Society (GWS) doesn’t distinguish between policies and procedure, arguing that the distinction is artificial and depends on one’s point of view.

GWS is an organized institution that not only delivers services but also manages staff personnel, oversees administration and maintains cash funds. As recipient of grants from various channels and project holders of welfare activities, we are required to uphold principles of accountability and transparency. One of the strong indicators of these principles is keeping policies and manuals in place, based on which the day-to-day operations of the GWS are carried out.

Gaash Welfare Society (GWS) is a purely social development organization committed to the overall development of the rural community of AJ&K and to improve the status of youth specially women, under privileged and marginalized groups. According to the organization’s constitution, the organization has prepared policies for effective personnel, administrative and financial management.

### **Definition**

“Constitution” means the legally registered constitution of Organization for Social Research & Welfare.

“Organization” means Gaash Welfare Society.

“Organization Head” means the president of Gaash Welfare Society.

“Employees” means the paid employees of Gaash Welfare Society.

“Executive Committee” means the committee elected according to the constitution of Gaash Welfare Society.

“Office Head” means the person appointed by the organization who is responsible for managing the office and may also include responsibility for the execution of program.

“Funds” mean the resources available from program support, donations, fees etc. to operate the organization’s office and programs.

“All members” mean general members of the organization.

“Head Office” means the office site of Executive Committee.

## **2.1 INTRODUCTION**

Gaash Welfare Society (GWS) is a non-governmental, non-profit and non political organization formed to serve the humanity regardless of any regional, geographical, political, religious, cultural ethnic origins.

Gaash Welfare Society is a purely social development organization committed to the overall development of the rural community of AJ&K and to improve the status of youth specially women, under privileged and marginalized groups.

The concept of GWS was originated by Mr. Khawaja Khurshid Ahmed and his fellows in 1995 and after taking all the necessary measures, the first resolution was passed on 1995 in District Muzaffarabad of Azad Jammu & Kashmir.

Organization was formally evolved and got registered on 1998 with following descriptions:

### **2.2 NAME OF THE ORGANIZATION:**

The name of the organization is Gaash welfare society “ (GWS-AJ&K)”.

### **2.3 LEGAL STATUS:**

Gaash welfare society (GWS) is legally registered, under Social Welfare and Registration Act 1961 by Kashmir Council Islamabad on 3<sup>rd</sup> June 1998, wide registration # 160

### **2.4 ADDRESS OF THE PRINCIPAL OFFICE:**

The principal office of the organization is in Hattian Dupatta, Muzaffarabad.

### **2.5 AREA OF OPERATION:**

The area of the operation of the organization is AJ&K.

### **2.6 AIMS AND OBJECTIVES OF THE ORGANIZATION:**

#### **2.6.1 MISSION STATEMENT:**

Initiate research process to identify social constraints in development process and eradicate them through community participation and evolve a well-developed society.

#### **2.6.2 SPECIFIC OBJECTIVES:**

Initiate research process to identify social constraints in development process and eradicate them through community participation and evolve a well-developed society.

To work for the capacity building and empowerment of human resource so that aim of sustainable social development could be achieved.

To create awareness amongst the masses against radicalism, intimidation and other social evils and establish a well-tolerant society.

Research and adequacy.

### **2.6.3 GENERAL OBJECTIVES:**

Child Welfare.

Women Welfare.

Orphans Welfare.

Youth Welfare.

Social Welfare.

Welfare of Patients and taking necessary measures for their appropriate treatment.

Welfare and taking care of old-age citizen.

Training of social services.

Basic Health.

Basic Education.

Basic Rights.

Agriculture and Forestry.

Promotion of Tourism

### **Section 3;**

- **General Body**
- **(AGM)**
  - **Executive Committee**
  - (President, Senior VP, VP, General Secretary, Joint Secretary, Finance Secretary, Secretary Publications)
    - **Finance Committee**
    - **Human Resource Committee**
    - **Program Committee**
    - **Office Head**

- **Finance Manager**
- **Human Resource Manager**
- **Program Manager**
- **Publicity & Publication Manager**
- **Administration Manager**
- **Office Manager**
- **Publication Committee**
- **Administrative Committee**
- **Monitoring & Evaluation Committee**

#### **Section 4: ORGANIZATIONAL STRUCTURE:**

The organizational structure of GWS consists of the following:-

General Body

Executive Body/Management Committee.

Sub Committees.

##### **4.1 COMPOSITION OF GENERAL BODY**

The general body shall consist of all the members of the Organization as given in article 5.

The General Body shall formulate the policy and the Executive Body shall implement it.

Elect the members for Management Committee/Executive Body.

Verify the activity reports and meeting minutes of GWS.

Give feedback on annual report of GWS.

Give feedback and decide upon "No Confidence Motion" after taking it into account.

Approve amendments in the article of association. But such amendments shall be subject to the approval of the Registration Authority.

Shall appoint Chartered Accountant(s) for the verification and audit of the accounts of GWS.

#### **4.2 COPOSITION OF EXECUTIVE BODY/MANAGEMENT COMMITTEE.**

Executive Body/Management Committee of GWS shall consist of 7 office elected by the general body annually. Following is the list of office designations for management committee.

President.

Senior Vice President.

Vice President.

General Secretary.

Joint Secretary.

Secretary Finance.

Secretary Publication & Publicity.

#### **4.3 TORs OF EXECUTIVE BODY/MANAGEMENT COMMITTEE.**

Executive Body shall be the representative body of GWS. The general control of the affairs of GWS shall be vested in the Executive Body of GWS which shall be the governing body of all intents and purposes.

Executive body shall approve all the policies, programs, projects and activities of GWS.

Practically implement the policies formulated by general body for the achievement of organizational goals/objectives.

Executive Body/Management Committee shall be responsible for the management of all the internal administrative and financial resources of GWS and shall take all the necessary measures toward this end.

Executive Body/Management Committee could fill the vacant position if any in the last half of the activity period but the general body shall have the right to fill the vacant positions if any in the first phase of the activity period.

Approve all the minutes of previous meetings of Executive Committee and annual reports.

Carry out financial management of GWS and approve the annual budget.

#### **4.4 POWERS AND FUNCTIONS OF THE OFFICE BEARERS:**

##### **4.4.1 President.**

He/she shall be the constitutional head of the organization.

He/she shall be the head of all moral and legal affairs of the GWS.

He/she shall formulate all the policies for the completion of work to be performed by Management

Committee.

He/she shall be the legal head of all the properties/premises of the organization.

He/she shall be the head of the election committee of the organization.

He/she shall preside over all the meetings of Management Committee and general body.

He/she shall be of good repute, enthusiastic toward social welfare and shall have good managerial skills.

He/she can postpone the meetings in unfavorable situations.

He/she shall sign all the minutes of the meetings.

He/she shall supervise all the financial and administrative affairs of the organization.

He/she can spend a sum of Rs.50, 000/= at a time for the formation/completion of the organization which will be approved at next meeting.

All the office bearers shall be answerable to the President and his/her decision will be final. President will be answerable to the general body

#### **4.4.2 Senior Vice President:**

He/ She shall act as president in the absence of president and shall execute all rights and responsibilities of president.

#### **4.4.3 Vice President:**

In the absence of President and Senior Vice President, he will act as president.

#### **4.4.4 General Secretary:**

He/ She shall be the general secretary of both the bodies i.e., General body & Executive body.

He/ She shall be the custodian of all the official records of the organization as well as of the property of the Organization.

He/ She shall call meetings of both the bodies and issue agenda of the meetings in collaboration with president and after getting a written approval from president.

He/ she shall write the minutes of the meetings and shall get them verified from president in Board of Directors meeting.

Shall prepare the annual report of the Organization, get it approved from Executive body and present in general body's meeting.

He/ She shall have the authority to spend Rs.10, 000/-only at a time and must have to get it approved from Executive Body in next meeting.

#### **4.4.5 Joint Secretary:**

In the absence of General Secretary, he/ she shall act as the general secretary of the organization.

#### **4.4.6 Finance Secretary:**

He/she shall be responsible for all the financial affairs of the organization.

He/she shall be responsible for all the income and expenditure of the organization.

He/she shall present the annual report of income and expenditure in the meeting of Executive Body and General Body.

He/she shall be responsible for the audit of accounts by Chartered Accountants, appointed for such purpose and shall submit the audited statements of income and expenditure to the registration authority after the approval/signatures of Executive Director.

He/she shall be the custodian of all the records of memberships, subscriptions and donations; acknowledge the receipts to concerned persons and deposit the cash into the bank account of the organization.

He/she shall be authorized to maintain petty cash fund to the extent of Rs.1000/= for expenditure purposes.

#### **4.4.7 Secretary Publications & Publicity.**

He/she shall be responsible for the preparation and designing of research pattern, criteria, methodology etc and shall put up for approval by the Executive Body/Management Committee.

He/she shall be responsible for the capacity building of researchers etc engaged with GWS for its research works.

Responsible for the preparation of research papers e.g. questionnaire etc.

He/she shall be responsible for conducting extensive researches to explore the social welfare-related issues.

He/she shall be responsible for the publicity and publications of GWS

He/she shall be responsible for all press releases, publication of information and promotional material.

He/she shall be responsible for public relations.

He/she shall be responsible for the media coverage of activities undertaken by GWS.

He/she shall be responsible for the publication of at least one annual journal covering the activities and best practices of GWS.



#### **4.5: Selection Procedure for Executive Committee**

The office bearers of Management Committee/Executive Body shall be elected in the annual meeting by show of hands or ballot Paper for a period of one year.

All the office bearers except General Secretary shall be elected by general body while the selection of General Secretary will be at the sole discretion of President.

The elections shall be held during the month of December every year without any cause or delay. The elected body shall take its charge from 1st day of January.

Ex-Management Committee/Executive Body shall have no legal concern with the administrative, managerial or financial matters of the organization.

The results of the election shall depend upon the majority of the votes.

If two or more candidates take part in the election against the same position and fail to gain 50% votes, the elections will be conducted again.

For the execution of elections, Executive Director of the said organization shall form a five-member committee from the general members of the said organization which will look after the administrative affairs of the organization on Ad-hock basis. After the completion of general membership process; it shall handover the charge to newly elected management committee. All this process will not exceed a maximum period of 25 days.

### **. Policy**

#### **5.1 What is Policy?**

A policy is typically described as a principle or rule to guide decisions and achieve rational outcome(s). The term is not normally used to denote what is actually done, this is normally referred to as either procedure or protocol. Policies are generally adopted by the Board of or senior governance body within an organization where as procedures or protocols would be developed and adopted by senior executive officers. Policies can assist in both subjective and objective decision making. Policies to assist in subjective decision making would usually assist senior management with decisions that must consider the relative merits of a number of factors before making decisions and as a result are often hard to objectively. In contrast policies to assist in objective decision making are usually operational in nature and can be objectively tested.

A Policy can be considered as a "Statement of Intent" or a "Commitment". For that reason at least, the decision-makers can be held accountable for their "Policy".

The main purpose of “policy” is to guide action. GWS believes in participatory policy making approach with the following characteristics:

It must be written.

It must be authoritative (i.e., made by boards or other legitimate authorities in an organization).

It must be a reference that guides ongoing decision-making and action.

It must be known who are expected to act upon it.

It must be followed by all concerned organizational persons.

It must provide a guideline for action, but it must have not so constricted that it stifles creativity and responsiveness where these are needed.

It must integrate the principles of equality and fairness.

## **5.2 Importance of Policy**

The main reasons for having a policy are:

It helps people to do their job. If people have a framework for actions they can get on with their work.

It helps the organization be more efficient. Have a policy frame work reduces the need for people to keep discussing the same issues over and over again.

Policies that promote equality can help prevent the biased or unfair exercise of power.

Clear policies that are consistently applied a sense of order in an organization.

A written policy provides a focal point for organizational improvement. Policy creation is ongoing process. New policies can respond to new visions of equality, new ideas and new need.

## **6.1 Purpose of Personnel Policy**

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

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

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

## **6.2 Classification of Personnel**

The organization believes that all the persons should have equal opportunity to work in the organization. While implementing programs and operating the office, the organization shall promote the equal participation of men and women, and disadvantaged persons.

Based on program need, personnel can be recruited as classified bellow:

### **6.2.1 Regular Employee**

The organization can hire a person on a regular basis for a period of one year or more as per need.

### **6.2.2 Contracted Employee**

The organization can contract with specialist to carry out specific assignments for a limited period of time as per need.

### **6.2.3 Daily Wage Employee**

The organization can contract with persons having specific skills for assignments for a limited period of time, not exceeding six months in total.

### **6.2.4 Volunteer**

The organization can appoint volunteers to carry out specific assignments for a limited period of time.

The organization may, depending on its own resources, provide subsistence support e.g. food, clothing and accommodation allowance to the volunteers.

### **6.2.5 Consultant/Advisor**

The organization can contract a person for specific advice on specific needs for short periods of time.

## **6.3 Affirmative Action Policy**

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

## **6.4 Procedure for recruitment of Regular Employees.**

The organization shall follow the process listed below in order to recruit regular employees to fill a vacant position. Persons for other posts may be executive committee, upon the advice of the program or recruitment committee.

### **6.4.1 Formation of Recruitment Committee**

The executive committee will form a minimum three-member recruitment committee to recruit regular employees. The recruitment committee will adhere to the following procedures and guidelines to fill vacant positions:

The recruitment committee may invite an expert as per the advice of the executive committee to interview the applicant.

The recruitment committee must include female members, for example 1 woman of 3 men member or 2 women of 4 members. The composition of recruitment committee will be as following:

Coordinator: Organization head / President

Member: Office head

Member: Organization member

Expert: Optional

#### **6.4.2 Advertisement**

Generally the vacancy of a regular employee position will be advertised in public newspapers and posted at the places that are easily accessible to women candidates e.g., public water taps, community houses, community centers etc. other methods to alert women to employment opportunities will be used such as contacting women groups. The advertisement should have the following information:

Post title

Required number of personnel

Academic qualification needed

Experience required

Place of work

Brief job description

Duration of employment

Closing date for receiving applications

Address for depositing the application

#### **6.4.3 Selection for Interview**

Qualified and experienced candidates will be short listed from the applications received, based on a criteria matrix and weighting system developed by the recruitment committee. Females and disadvantaged will be given priority in recruitment by assessing them additional points in the scoring matrix. Selected candidates will be invited for an oral interview and/or written test with the recruitment committee.

#### **6.4.4 Interview Process**

The recruitment committee will design appropriate questions to determine best candidate. Candidates will be asked about their knowledge, understanding and commitment to work and social values. If a written test is required, the committee will design and then score the test.

Test will be held in mutually convenient time, ensuring women candidates are able to attend. The committee may also request names of references to check past performance, and follow up by contacting these persons.

#### **6.4.5 Selection of successful candidates**

A scoring sheet will be used to assess and rank the candidates, with affirmative action points assigned to women and disadvantaged candidates.

The successful candidate will be appointed to the post on probationary basis. An appointment letter and/or contract will be signed with the successful candidate.

#### **6.4.6 Candidates on waiting list**

The names of the two candidates scoring the second and third highest mark in the interview must be published as the candidates in waiting list. If the successful candidate fails to accept the appointment letter, the next highest candidate on the waiting list will be appointed.

#### **6.4.7 Internal Recruitment**

The organization can fill regular employee positions through internal recruitment according to the following method.

#### **6.4.8 Transfers**

Staff working in different office and projects of the organization can be transferred base on appropriate experience from one office to another to fill the position. In the case of a female candidate, new office will preferably be closer to her residence. If family circumstances do not permit this move, then the transfer will not be made.

#### **6.4.9 Temporary Transfers**

positions that are temporarily vacant in the organization (e.g. due to maternity leave,) may be filled by employee transfer. During deputation of female candidates, convenience to the family will be taken into account.

#### **6.4.10 Contracted Positions**

The executive committee may contract people with specific expertise to fill any vacant short-term positions. The executive committee will prepare the contract for all Contractual Employees and Consultants/Advisors, which will include a term of reference to ensure effective and measurable performance to meet legal obligations.

## **6.5 Regular Employee Appointment**

### **6.5.1 Appointment Letter**

The appointment letter to successful candidate will include:

Post Title

Category Appointed

Name and Title of Supervisor

Work Location

Appointment date and duration (if appropriate)

Probation Period

Job description

Pay Scale

The record of the appointed candidate shall be kept in personnel record files according to administrative policy.

## **6.6 Probation Period**

Generally, the probation period of the regular appointee will be three months. Upon completion of the probationary period, appointee will be given employee status, after careful evaluation of the candidate's performance and compliance with the code of conduct and contribution to the working environment.

## **6.7 Staff orientation**

All new employees will get an orientation about the organization's mission and strategies, its structure and the staff within it, the policies and conditions of employment, the internal rules and regulations, etc.

## **6.8 Remuneration**

Organization believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. All employees of NGO are entitled to a basic salary, depending upon their skills, qualification and experience. The basic salary will be mentioned in the appointment letter.

## **6.9 Identity Card**

Organization will issue identity card to every employee which will be the property of organization. Cards could be used for access purposes in organizational premises and shall not in any case be used for any other purposes such as fundraising etc. In any employee loses his/her card, he/she shall be responsible to inform office head immediately who will issue a new card after charging Rs.100. Any employee who wishes to leave the organization or is terminated, will have to return the card to organization.

The committee members and employees must follow the code of conduct as listed below:

Every one shall follow and ask others to follow the policies and rules set by the organization.

While performing the organization's work, everyone, including the members and employees, must be gender friendly.

Gender sensitive language must be used during communication in daily work. Males and females in the organization must be positive, cooperative and courteous in their working relations.

Every one shall respect and follow the organizational values such as "Transparency", "Accountability", "Respect of Principles", "Dignity of Labor", "Truthfulness", "Fairness", "Honesty", "Social Curiosity" etc.

Action will be taken by the executive committee for misconduct that undermines the organization.

The organization will take disciplinary action against any staff member who is absent without prior approval.

No one shall collect any donation, present or contribution for personal benefit, as such action can cause a negative impact on the organization.

## **6.10: Working Environment**

The Organization will promote the following:

1. A favorable working environment, including the participation of all members and staff.
2. A special effort toward ensuring female members and staff are supported and accommodated within the working environment.
3. The absence of sexual harassment.
4. Smoke free environment
5. Suitable meeting times and suitable place for women to be able to participate.
6. Special security arrangement to ensure the safety of women staff and members.
7. A transfer of knowledge from experienced senior staff and committee members to their

junior colleagues.

## **6.11: Leave and Holidays.**

Generally, the organization will offer leave to regular employees as an incentive for good performance instead of a right. The entitled leaves within a year are indicated below:

### **6.12.1 Holidays**

National Holiday.....

Eid Holiday.....

Moharam Holiday.....

Islamic new year Holiday

### **6.12.2 Leave Classification**

In addition, regular employees are entitled to additional leave as benefit as follows:

#### **6.12.2.1 Sick Leave**

Regular employees are entitled to 12 day's paid sick leave in one years. In case sickness extending past 5 Days the employee shall submit a doctor's note, otherwise the absent days will be deducted from salary. If other family members such as wife or husband, sons, daughter, father, mother or in laws are sick, then the employee can take sick leave if required. Unused sick leave will be carried over into the next year.

#### **6.12.2.2 Paternity Leave**

11 days Paternity leave will be granted for husbands during his wife's maternity period in order to care his wife during the child delivery period. The male employee can take leave twice which can be divided between before and after child delivery. The leave will not be carried over into the next year.

#### **6.12.2.3 Maternity Leave**

All female employees are entitled to maternity leave of 90 calendar days twice which can be split into two parts, before and after child delivery. The leave will not be carried over into the next year.

#### **6.12.2.4 Bereavement Leave**

10 days leave will be granted to both male and female employees for religious rituals.

#### **6.12.2.5 Emergency Leave**

Emergency leave is granted to employees for any serious illness of a parent, child or spouse and/or personal emergencies. A total of 7 days per year can be allowed for emergency leave.



#### **6.12.2.6 Special Leave**

An employee working far from home in a remote area is entitled to up to 7 days leaves every two months to meet family members. Those employees with their home in a nearby location are not entitled to this type of leave. This leave will not be carried over to next year.

#### **6.12.2.7 Leave without Pay**

Leave without pay may be granted to employees up to 36 days per year. Leave without pay that is taken for a month or more shall not be counted as time worked, hence no benefits shall accrue to the employees during such period. Employees on probation are not entitled to leave with or without pay but can accrue such leave during the probationary period. Leave without pay is applicable when the employee has exhausted all his annual and sick leave.

#### **6.12.2.8 Absences**

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

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

An employee that has been absent for two consecutive working days without notice nor explanation shall be personally sought of by the Executive Director. He/she shall be asked to put in writing the reason(s) for his/her absence. If, after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position. In cases where the employee cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the Executive Director, the employee may be subjected to disciplinary action.

#### **6.12.3 Leave Granting Procedure**

An employee under these circumstances can take this leave by requesting the leave in writing to their supervisor. The leave form must be approved by the office in-charge. The copy of leave form should be properly completed and kept in personnel record file.

### **6.13: Employee Termination Rules**

#### **6.13.1 Conditions for Termination**

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

#### **6.13.2 Voluntary Resignation**

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

### **6.13.3 Compulsory Resignation**

For reasons of financial loss, project end, termination of agreement, or position redundancy, the office may request the resignation of an employee. The office will provide at least one notice in advance.

### **6.13.4 Termination with Cause Grounds for employee termination are the following:**

The office may also terminate the employee for improper conduct under the following circumstances:

Being absent from the office for 3 days continuously without prior notice or permission.

Breaching the set policies and rules.

Mismanaging property of the organization.

Taking another job

Direct involvement or active in politics

Misconduct with negative influence to the organization.

Disobeying the organization's code of conduct

Continuing inefficiency and gross negligence of duty.

Fund embezzlement. Intoxication while on official business or within office premises. Unauthorized disclosure of official information.

Involvement in any criminal activity (All those activities are criminal activities which have been declared as crimes in our country's law or in Holy Quran).

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

Organization will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.

The employee will be given 3 working days to submit his/her explanations.

Based on the written explanations submitted by the employee concerned and the strength of evidence presented, organization may choose to decide on the charges or pursue further investigation of the case.

organization can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:

- a. should the employee be in a position to tamper with the evidence against him/her.
- b. should the employee's continuing presence in the organization be deemed inimical to the interest of the organization.

In the event of dispute over the circumstances for the termination, the decision of the executive committee shall prevail.

## **6. 14: Benefits**

The employees are entitled to following benefits:

### **6.14.1 Travel Allowance**

Employee traveling on official duty are entitled to a travel allowance. The executive committee will determine the amount of the travel allowance according to the financial status of the organization.

An employee traveling from his or her office to a new location is entitled to travel allowance amount as determined by the executive committee.

The organization will not pay any travel allowance to an employee if the employee receives food, lodging, and travel allowance from another source. If the payment is received in duplicate, the organization will expect reimbursement of the amount provided by the organization.

### **6.14.2 Supplies Allowance**

Employees who travel regularly for the organization are entitled to appropriate supplies, such as,

Umbrella, raincoat, torchlight, water bottle, and ordinary bag, which will be provided by the organization. A written request on prescribed requisition form will be required.

### **6.14.3 Provident Fund**

After the successful completion of the probationary period, the organization will deposit 20% of the salary of regular employees in the provident fund every month. The employees can collect the entire deposit after their termination.

## **6.15: Human Resource Development**

The organization shall make special effort to develop the human resources of the organization. Various resources will be mobilized to increase the efficiency and effectiveness of members and employees. The organization will provide equal opportunities to its executives members, committee members and employees to participate in workshops, seminars, and meeting, by matching needs and opportunities. Women and under privileged groups shall be given first priority.

All members and employees of the organization shall participate in gender training.

## **6.16: Travel**

### **6.16.1 Travel Permission**

Prior to travel the employee shall complete the travel approval form and obtain approval from their supervisor. After approval of travel, a travel advance can be obtained.

### **6.16.2 Means of Travel**

Travel should be by local bus, taxi, jeep etc. With prior approval of treasurer the employee can use other means of transportation. Special consideration shall be given to female employees to ensure their safety while traveling Such as taking a traveling companion or two female staff travel together.

### **6.16.3 Travel Report**

After completion of the training, workshop, meeting etc the employee shall submit a verbal or written report or both to the executive committee within 2 days of return.

### **6.17: Delegation of Responsibility**

The executive members and employees travelling or absent for short or long periods away from the organization/office, shall delegate their responsibility to an appropriate person.

### **6.18: Performance Evaluation**

#### **6.18.1 Performance Evaluation System**

The performance evaluation system is a means by which organization can increase its efficiency and that of its employees. The purpose of the system is for the organization to fulfill its mission by attaining its objectives and for employees to grow and feel fulfilled through proactive performance supervision.

The system enables, among other things, the harmonizing of individual employee objectives with those of the organization, the measuring of employee potential and work performance and the support of employee improvement by working with them on their development needs.

The annual performance evaluation seeks specifically to:

Promote communication between employees and their supervisors. Clarify expectations concerning objectives and performance. Improve employee performance through on-going monitoring and feedback. Assess and reward individual performance. Allow employees to express their career aspirations.

The performance evaluation focuses on the individual employee in relation to the tasks and responsibilities assigned to him. It is not necessarily a comparison of one employee's performance with that of another. Thus, the employee's work performance is to be assessed in relation to absolute procedures, that is, according to the evaluator's performance criteria and not according to relative procedures.

The performance evaluation also allows organization to assess the quality of human resources in their department or organization, note important information concerning expectations and needs and clarify decisions concerning transfers or work assignments.

The organization shall evaluate the work performed by the employee to motivate and encourage improved work performance. After a thorough evaluation of the employee on the basis of work performance, discipline, progress toward organizational goals, policies and rules, and dedication, a reward and appreciation letter will be given at the end of the year. The evaluation will influence the employee's promotion, transfer, and benefit entitlement. Evaluation and reward are equally applicable to both male

and female employee. In addition, the organization shall apply special measures to encourage women in the organization to overcome the societal barriers to their active participation in the labor force.

## **6.18.2 Elements of the Performance Evaluation System**

A performance evaluation system is composed of three main stages that generally take place over a period of a year:

### **6.18.2.1 Performance planning**

The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

#### **6.18.2.1.1 Job description or list of duties**

Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

#### **6.18.2.1.2 Setting of objectives**

For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

#### **6.18.2.1.3 Individual action plan**

The individual action plan is a planning tool used to specify the steps to be taken to achieve the objectives set beforehand. The action plan should be prepared jointly with the immediate supervisor. It may also involve new initiatives facilitating improved productivity or personal capacity development.

## **6.18.2.2 Performance Monitoring and Management**

Staff performance and productivity should be managed on an on-going basis throughout the year. The following elements, among others, are involved:

### **6.18.2.2.1 On-going Supervision**

This means taking the time to observe, examine sources of difficulty and seek solutions.

### **6.18.2.2.2 Regular Communication**

This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.

### **6.18.2.2.3 Periodic Evaluation**

This involves formal, scheduled meetings between an employee and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every six months is suggested to ensure satisfactory results.

#### **6.18.2.2.4 Annual Performance Evaluation**

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

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

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

#### **6.18.3 Skill Training and Professional Development**

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

#### **6.18.4 Bond**

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

### **6.19 Conflict Management**

#### **6.19.1 Conflict Resolution**

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

#### **6.19.2 Staff Behavior**

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

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

### **Political Activities**

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

### **Discrimination and Harassment**

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

### **Conflict of Interest**

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

It is prohibited to use organization property for illegal or unauthorized purposes.

It is prohibited for any organization employee having confidential information to disclose it without express authorization beforehand.

Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.

Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.

Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

## **6.20: Settling Grievance Policy**

### **6.20.1 Grievances**

If an employee feels unfairly treated by circumstances that infringe on his/her rights or change his/her employment conditions, he/she should discuss the situation with his/her immediate supervisor. If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, he/she can submit a grievance to the Executive Director, who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

#### **6.21.1 ELIGIBILITY:**

A person shall be eligible for membership if he/she is above 18 years of age, resides within the area of operation and agrees to pay Rs.1200/P.A. as membership fee. He/she should be of a reputable character and sound mind and should agree to abide by the constitution and its aims and objectives.

#### **6.21.2 TYPES OF MEMBERSHIP:**

##### **21.2.1 Ordinary Membership/General Membership:**

A person who pays Rs. 100/= per month as subscription could be the member of organization.

##### **6.21.2.2 Honorary Membership**

Any person having excellent knowledge, experience and enthusiastic toward social welfare and could be helpful in achieving objective of organization could be taken as member after the approval of Executive Body. Such person is exempted from the subscription and residential (Residing within the area of operation) condition.

##### **6.21.2.3 Chief Coordinator**

In order to enhance the efficiency and effectiveness of organization, GWS could appoint a chief coordinator who could be helpful in resources generation for the practical implementation of the organizational schemes and projects. Such person is exempted from the residential condition.

##### **6.21.2.4 Coordinator**

GWS reserves the right to appoint a person as its coordinator in any other city, village or area for the resources/income generation or project implementation.

#### **6.21.3 MEMBERSHIP PROCEDURE;**

Any person fulfilling the membership criteria and interested to be a lifetime or ordinary member will be required to submit his/her membership application to the management Committee/Executive body on prescribed membership application form.. Management Committee shall reserve the rights to accept or reject any of the membership application. Management Committee /executive body will explain the reason in black and white if such application is rejected.

#### **6.21.4 SUSPENSION NAD CANCELLATION OF MEMBERSHIP;**

The executive body can suspend/cancel the membership due to the following reasons with a majority vote:-

Non payment of subscription after one month of due date.

Absence from three consecutive meeting without intimation.

Detrimental conduct to the interest of the organization.

Person whose membership has been suspended/cancelled will have the right to make

an appeal to the general body whose decision will be final.



## **7.1: Income**

The sources of income of the organization are listed below:

Membership fees

Monthly Subscriptions

Donations

Projects/contracts/fee for services

Miscellaneous

All income will be properly documented and receipts provided. A copy of the receipts will be used for bookkeeping and audit purposes.

Funds so received will be properly deposited into the bank.

## **7.2: Types of Funds**

There will be the following categories of funds in the organization:

### **7.2.1 Core Fund Account**

An income accrued from various sources for operation of the various projects and programs will be deposited in the core fund account.

### **7.2.2 Petty Cash Fund**

According to the decision of the executive committee, an amount of PKRs. 1000 shall be kept in the petty cash fund to cover small payments for activities such as tea expenses, postage and telegram, internet charges, hospitality expenses etc. The finance manager will be responsible for administering the Petty Cash Fund, who will develop guidelines for Petty Cash Fund. Receipts are required. At the end of month or on depletion, the bookkeeper will reconcile the petty cash and replenish it by bank fund.

### **7.2.3 Surplus Fund**

Balance remaining or under spent money after completion of a project will be deposited into the surplus fund account. Money may be borrowed from this fund for various other activities, as determined by organization policy.

## **7.3: Fund Management –Roles and Responsibilities**

### **7.3.1 Finance Manager/Finance Secretary.**

He/she shall be responsible for all the financial affairs of the organization.

He/she shall be responsible for all the income and expenditure of the organization.

He/she shall present the annual report of income and expenditure in the meeting of Executive Body and General Body.

He/she shall be responsible for the audit of accounts by Chartered Accountants, appointed for such purpose and shall submit the audited statements of income and expenditure to the registration authority after the approval/signatures of Executive Director.

He/she shall be the custodian of all the records of memberships, subscriptions and donations; acknowledge the receipts to concerned persons and deposit the cash into the bank account of the organization.

He/she shall be authorized to maintain petty cash fund to the extent of Rs.1000/= for expenditure purposes.

### **7.3.2 Bank Account Signatories**

The President of organization, its Treasurer and General Secretary of the organization will be the signatory to cheques. Money will be released by President and Treasurer. However in the absence of Treasurer, President of the organization and its General Secretary will sign the cheques.

GWS will maintain non-interest bearing Bank Account, as organization strongly opposes interest.

## **7.4 Book Keeping**

All financial transactions will be classified by the sets of General Ledger Accounts and clearly recorded in the accounting books. All supporting documents will also be filed by month of posting for later audit.

All transactions of the organization will follow the double entry bookkeeping system and income will be recorded in the main income book. All expenditures exceeding PKRs.1000 will be made exclusively by cheque.

Organization will maintain both manual and computerized accounting records.

The designated bookkeeper will be responsible for: timely and accurate record keeping, writing cheques as per guideline, monitoring the cash flow, monitoring the budget and alerting the appropriate person of variance, and reporting to the office head and executive committee.

### **7.4.1 Bank Reconciliation**

Within 5 days of each month end, the bookkeeper shall obtain an account statement from the bank. This statement will be reconciled with the bank account records maintained by the organization. This monthly reconciliation shall be approved by the treasurer, and is a basis for monthly reporting to the Executive Committee.

### **7.4.2 Roles**

Treasurer: The treasurer shall be responsible for reviewing and approving the organization accounts on a monthly basis, signing cheques as per procedures, and ensuring the overall financial health of the organization.

Executive Committee Member: The executive committee member shall be responsible for reviewing and approving the organization accounts on a monthly or quarterly basis.

Member: Each member shall be responsible for reviewing and approving the annual audited financial statements at annual general meeting.

The bookkeeper/finance manager will prepare the financial report promptly following the end of the fiscal year. The treasurer will review these reports with the external auditor, and ensure that any discrepancies are resolved, so that, audited reports are prepared. The audited reports will be provided to the Annual General Meeting, the registration authority, social welfare department, chief district office, and appropriate donors.

## **7.5 Audit**

### **7.5.1 Internal Auditing**

The treasurer will provide un-audited financial statements to the executive committee on a monthly basis, for their review and approval.

### **7.5.2 External Auditing**

The executive committee, represented by the Treasurer, is responsible to have the organization's accounts audited by an authorized independent auditor within a month after the end of fiscal year.

### **7.5.3 Fiscal Year**

The fiscal year of the organization starts on July 1 and ends on June 30.

## **7. 6: Advances**

### **7.6.1 Advance Disbursement**

For the timely completion of various activities, an agreed amount of money can be advanced to an employee or a member to meet the preparatory expenses. The employee or the member must properly complete the advance request form, which then has to be approved by the office-in-charge.

### **7.6.2 Advance Liquidation**

The balance of the advanced money be returned along with original receipts and bills within 2 days after the completion of the assignment. Upon failure of timely submission of an expenditure report, the executive committee is authorized to take action to recover the balance from the employee or the member. The employee or the member is not allowed to receive a second advance without clearance of a previous advance.

### **7.6.3 Reimbursement**

The amount spent by an employee, executive committee member or member for pre-authorized organizational purpose or the amount overspent from an advance will be reimbursed with the approval of executive committee in their next meeting.

## **Section 8: Procurement.**

### **8.1 Purpose**

The purchase of goods and services is necessary for the smooth operation of the organization. The aim of the internal control system for the supplying of goods and services is to ensure orders are handled by individuals having skills in evaluating what purchases are required from suppliers offering the best deals, to ensure purchases made do not exceed the budget provided and to ensure purchased goods and services conform with the quantity and price specified in the order.

### **8.2 Methodology**

Organization shall follow certain methods in purchasing goods, equipment and services required for the needs of the organization or its projects. Use of competitive bidding shall be a priority practice. The first criterion in choosing a supplier shall be the lowest bid. However, if a supplier does not provide the required level of service or an adequate guarantee, then other criteria shall also be considered. organization shall specify in the purchase file the reasons the lowest bid was not chosen.

For purchases under PKRs.1000 a price survey by telephone of two suppliers will be sufficient for determining the supplier. For purchases above PKRs.1000 but bellow PKRs.5000, a quotation/invoice shall be obtained from three local suppliers.

Purchases from a sole source shall be explained in the purchase file.

For purchases above PKRs.5000, an open tender process will be used.

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

### **8.3 Purchases**

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

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

**Order form** – the finance division issues the order form, after it is signed by the Executive Director. The concerned employee or the finance division will make the purchase successful on the basis of the order form.

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

## **Section 8: Inventory and Fixed Assets Policy**

### **8.1 Purpose**

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

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

### **8.2 Procedures**

At organization, the management of material resources is the responsibility of the administrative staff. The procedures involved in managing these resources are: Receiving and recording goods; Using good sprperly ;Maintaining goods;Taking inventory of goods; Disposing of goods. Material resources will be managed by means of records or files.

### **8.3 Asset inventory**

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

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

### **8.4 Procedures**

The inventory procedure is composed of the following steps:

*Creation of record cards on which is found:*

Type of item	Description of item	Identification code	Service user or name of manager	Assigned location	Previous placement of item	on condition of item	Record updates	Minutes of physical inventory
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*Final removal of an item*

*Replacement of an item*

*List of annual needs*

### **8.5 Removal of items**

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

Steep rise in operating or maintenance expenses; Excessive cost of repair; Any other objective reason.

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

Items shall be sold through open competition like an auction.

The executive committee will form an auction sub-committee to dispose off the items.

The list of the items, their minimum price, the date and location of the sale and terms of the sale shall be published on a public notice board or local newspaper.

### **9.1: Purpose**

Organization seeks to effectively manage the computer system for guiding the use, maintenance and security of the computer equipment. Employees are responsible for ensuring that the procedures and policies suggested here are followed.

### **9.1 Use**

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

### **9.3 Security**

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

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

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

The computers of the organization will normally be used by its employees. Consultants and volunteers should seek prior permission of organization employee before using his/her computer in the office.

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

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

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

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

### **10.1: Office working Hours and Days**

Employees will adhere to the following days and hours:

Employees will work six days a week from Saturday to Thursday except on Friday.

The working hours will be from 9:00 to 16:00.

During winter from Mid-November to Mid-February, the office will open from 9:30 to 16:00.

Lunch and Prayer period will be between 13:00 to 14:00.

### **10.2: Record Keeping**

#### **10.2.1 Personnel Record Keeping**

There will be an individual record file for each employee to maintain details such as date of appointment, post, deputation, promotion, leave and other related information. Confidential files such as personnel files shall be kept in a locked cabinet. The chairperson of the organization will be responsible for security and updating of personnel records.

#### **10.2.2 Filing System**

A filing system will be established and maintained by the designated person.

#### **10.2.3 Official correspondence**

All official documents received from other organizations will be first registered in the in-coming registration book or reference register. Similarly, all documents dispatched will be registered in the outgoing registration book.

#### **10.2.4 Individual Letter/Report Record**

Documents received from different offices and organizations will be reviewed by the office head and directed to the appropriate person for action. After action has been taken, the document will be numbered and filed in a separate numbered file, according to an established system such as by date or organization. Copies of outgoing reports and letters will also be numbered and filed.

#### **10.2.5 Attendance**

All employees shall sign the attendance book each day. A register will be maintained also for the executive committee members to indicate time of office arrival, departure, and brief description of the work accomplished on that day.

### **10.3: Communications**

The secretary is the key person responsible for communications in the organization.

#### **10.3.1 Meetings**

Meeting or discussions shall be organized considering the date and time convenient for female members. The members, employees and other officials will be informed at least two days prior to the meeting date.

The communication will be done through appropriate means and cross-checked using different methods to check whether the message was relayed properly. Following all meetings, the major findings and decisions shall be recorded in the minute book and this minute book shall be available for all members and employees to review.

#### **10.3.2 Status Report**

Monthly or quarterly, the chair of each committee/program shall prepare status reports outlining accomplishments in the current period, plans for next period, and issues and the associated resolutions being pursued. For internally or externally funded projects, status reports are also required.

#### **10.3.3 Annual Filing**

The secretary shall ensure that associated organizations' prescribed forms and formats for reporting are accurately completed and filed with payment, if any, prior to their due date.

#### **10.3.4 Information dissemination**

An employee attending training, meetings, seminars, and/or an observation tour, shall submit a written report highlighting the outcomes of the program to the organization and also interact with colleagues and executive committee members within three days upon return.

#### **10.3.5 Communication of official decisions**

The decisions taken in meetings and discussions will be communicated to all members and employees using formal and informal channels. Any decision affecting individuals shall be communicated directly to that person as soon as possible. Special attention will be given to ensure women are kept informed.

#### **10.3.6 Language**

The communication language should be clear and simple and should not have dual meanings.

### **10. 4: Office Establishment**

The head office of the organization shall be established in District Muzaffarabad. Organization can open branch, sub-branch, and project office in different areas within or outside the district as necessary.

### **10.5: Bank**

All financial transactions above PKRs.1000 will be made through bank account only.