

TRAINING PACKAGE # 2

*Gender Friendly Organizational Development*

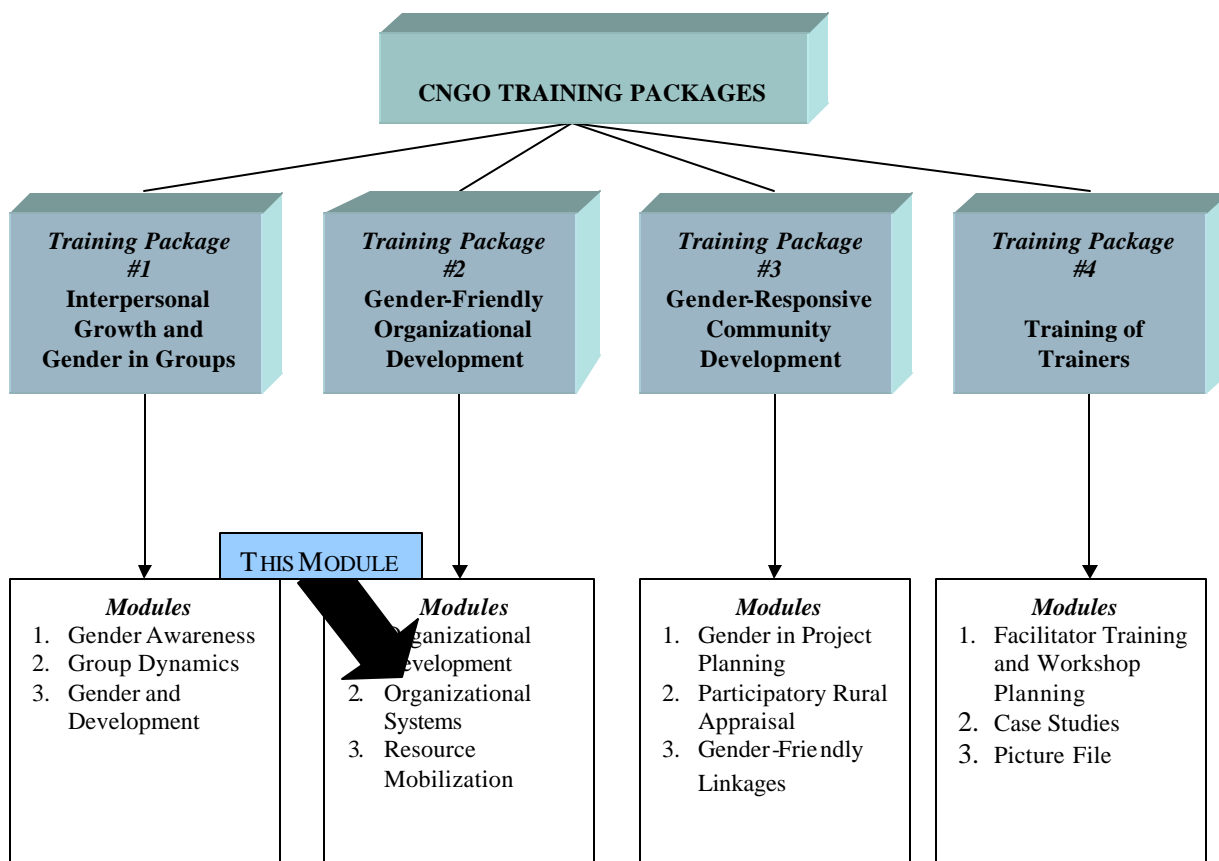
MODULE # 2

**Gender Friendly Organizational Systems  
Personnel, Finance and Administration**



## About the Organizational Systems Module

This module is part of a series of training packages that was produced by the CIDA-funded Canada-Nepal Gender in Organizations Project. The series consists of four packages, each with several modules.



Each module is divided into several sections:

- ✦ Section 1: **Background Information** defines some key concepts and provides information on the topic.
- ✦ Section 2: **Participatory Activities** describes step-by-step activities. The facilitator should look to these for ideas, but should be selective and develop additional activities to fit specific circumstances.
- ✦ Section 3: **Reference Materials** provides background reading, tools, examples and worksheets relevant to the topic and the activities.

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## ***SECTION 1: BACKGROUND INFORMATION***

### ***Introduction***

NGOs need to develop their own specific policies to ensure the good performance and sustainability of the organization. This module for a three-day workshop on “*Gender-Friendly Organizational Systems*” contributes to gender-balanced organizational development of Nepali NGOs by providing guidelines for developing organizational and operational policies. The activities are intended to help participants prepare and strengthen gender-friendly policies in three areas: personnel policy, financial policy and administrative policy.

The activities and references in this module promote the legal principle of equal status and active participation of women in all development and voluntary activities of the NGO. The points described can be adapted, depending on the need, situation, and resources of the organization. In the development of the policy manuals, it is recognized that women and

disadvantaged members of society may require additional special measures, referred to as affirmative action or positive discrimination, to enable them to fully participate in the organization.

The members of the organization should take ownership of the drafting process and become actively involved in the policy formulation and review process. The equal participation of men and women is essential during the development of these policies to ensure that the policies benefit both men and women.

Depending upon the time available for the workshop, participants may be able to develop an outline of a policy manual or a full draft. The manual they develop will be for their organization. Follow-up and additional work will be needed to complete the manual, to get membership input and to obtain executive committee approval of the final manual.

### ***Objectives of the Training Module***

- ✦ To encourage understanding of how gender is reflected in organizational structures and policies.
- ✦ To build the capacity of the organization to understand the need and importance of gender friendly organizational policies.
- ✦ To develop an organogram - an organizational structure chart that illustrates the gender fairness of their organization.
- ✦ To facilitate the organization to prepare gender-friendly personnel, financial, and administrative policy manuals for the smooth operation of their organization in accordance with legal requirements.

## ***SECTION 2: PARTICIPATORY ACTIVITIES***

### ***Activity Set #1: Organizational Structure***

This set of activities is aimed at helping participants understand the significance of an organization's structure. There are three sub-activities:

- |                   |   |
|-------------------|---|
| Sub-Activity #1.1 | Understanding the Importance of an Organization's Structure |
| Sub-Activity #1.2 | Case Study on the Structure of an Organization              |
| Sub-Activity #1.3 | Assessing the Structure of Participating Organizations      |

## ***Sub-Activity #1.1: The Importance of an Organization's Structure***

### **OBJECTIVE**

Participants will understand the importance of organizational structure for working towards gender equality and developing organizational policies.

### **KEY QUESTION**

Why is organizational structure important for working towards gender equality and developing organizational policies?

### **TIME**

1 – 2 hours

### **METHODOLOGY**

Discussion, analysis and presentation.

### **MATERIALS**

Markers, newsprint, masking tape, two different organizational charts, one simple and one complex,  
*Reference #1: Sample Organogram*

### **PREPARATION**

Assemble materials. On newsprint, draw a simple organization chart. Make copies of the complex chart to be distributed to the small groups.

### **STEPS**

1. Show participants the drawing of a simple organization chart. Ask them what the chart shows about the organization. If participants are not familiar with organizational charts, the facilitator may have to explain the flow of the chart and its meaning.
2. Divide the participants into four groups and distribute the more complex organizational chart to guide group discussion on structure. Have each group choose one person to make notes on the responses from the participants in the group:  
How do they see the organizational chart?  
What does the chart tell us about the organization?  
If you were looking at this chart through a gender lens, what kinds of things would you look for and what questions would you ask?
3. Assemble in plenary, and have each group make a presentation on how it interpreted the chart. If the group has not viewed the chart from a gender perspective, pose relevant questions such as:  
Who is the head of the organization? A man or a woman?  
How many female members are on the executive committee? Who are the decision makers? Are they male or female? Does it matter?  
Record on newsprint the important points made by participants and emphasize how the representation of women in decision-making positions is important for a gender-balanced organization.
4. Lead a discussion on how an organizational chart can be a useful tool for an organization. (For example, to clarify accountability, to define roles and functions, to show lines of communication, to assess the representation of women and men in positions and access to decision-making, power and resources). As participants respond, record important points on newsprint and post in meeting hall.

### **CLOSURE**

Close the session by indicating that an organizational chart is an important step toward building a clear map of how the organization works and the roles of women and men in the organization. Policy manuals then build a common understanding of organizational processes. In addition, through careful development of these policy manuals, an organization can begin to address issues of inequality.

**Tips for Facilitators**

- ✦ Use simple and complex examples of organizational charts to give a clear view of organizational structures and how these are formed.
- ✦ The facilitator should emphasize that it is important to look at who occupies various positions in the structure to ensure that there is a gender balance.

## ***Sub-Activity #1.2: Case Study on Organizational Structure***

### **OBJECTIVE**

Participants will understand the importance of organizational structure for working toward gender equality and developing gender-friendly organizational policies

### **KEY QUESTION**

What is an organization chart and why is it important?

### **TIME**

2 hours

### **METHODOLOGY**

Case study

### **MATERIALS**

Flipchart paper, marker pen, masking tape, white paper, pencils and rulers, [Reference #2: Case Study](#)

### **PREPARATION**

Make copies of the case study for distribution to the small groups.

### **STEPS**

1. Divide participants into working groups.
2. Distribute the case study to each working group. One person in each group should read this aloud. The group should then answer the questions. Allow 15 to 30 minutes for this.
3. Have each group present their work in plenary and reflect on the results.

### **CLOSURE**

Repeat the key question and ask participants if the activity helped them to respond to it. If necessary, clarify uncertainties.

### **Tips for Facilitators**

As an alternative, the facilitator may choose to read the case study to the whole group before forming the small groups.

### ***Sub-Activity #1.3: Assessing the Structure of Participating Organizations***

#### **OBJECTIVE**

Participants will develop an organization chart for their organization and will be able to analyze it from a gender perspective.

#### **KEY QUESTION**

How is our organization structured? Is it gender-balanced? How could the structure be changed for greater gender equality?

#### **TIME**

1 ½ - 2 hours

#### **METHODOLOGY**

Group work, presentation, discussion

#### **MATERIALS**

Newsprint, markers or pens and rulers for groups to draw charts, masking tape

#### **PREPARATION**

Assemble materials.

#### **STEPS**

1. Form groups comprised of members of each NGO represented in the group. Ask each group to prepare an organogram of their own organization.
2. In plenary, have each group present their chart. The facilitator should ensure the completeness and accuracy of each chart with the group.
3. Ask the participants to locate themselves in their organization chart and identify what their roles and responsibilities are.
4. Discuss the following issues:
  - What positions are women holding within the organization? Are they in decision-making positions?
  - What roles are women performing in the organization?
  - How do the positions and roles of men and women compare?
  - If women are poorly represented in key positions, such as decision-making positions, why is this the case? At what level, then, do women participate in decision-making responsibilities?
  - How can we work toward better representation of women in these decision-making positions? Should the organization's constitution (bylaws) be amended accordingly?

#### **CLOSURE**

Repeat the key questions and ask participants if the activity helped them to respond to them. If necessary, clarify uncertainties.

#### **Tips for Facilitators**

- ✦ The facilitator could present a sample organizational chart (see [Reference #1: Sample Organogram](#)) of an NGO, if the charts prepared by the participants are not fully developed or if an alternative model would be useful.
- ✦ If necessary, give time for groups to revise their charts.

## ***Activity Set #2: Policy***

This set of activities introduces participants to the concept of policy and underscores the importance of policy for an effective, gender-friendly organization. Sub-activities include:

- Sub-Activity #2.1      What is Policy?
- Sub-Activity #2.2      Role Play on Importance of Policy

## Sub-Activity #2.1: What is Policy?

### OBJECTIVE

Participants will be able to define policy.

### KEY QUESTION

What is policy?

### TIME

1 to 2 hours

### METHODOLOGY

Facilitator-led discussion

### MATERIALS

Flipchart paper, markers, masking tape, [Reference #3: Policy](#)

### PREPARATION

At top of a sheet of newsprint, or board, write “**What is Policy?**” Become familiar with reference materials on policy.

### STEPS

1. Invite participants to brainstorm the meaning of the word “policy.” List points on newsprint. Extract from participants key characteristics of policy, i.e., it is a reference that guides ongoing decision-making and action, it is written, it is authoritative, and it is known by the people who are expected to act upon it.
2. Now, ask participants why it is important for an organization to have policies? List responses on newsprint. See [Reference #3: Policy](#) for examples.
3. Explain to participants that there are good policies, and there are policies that are not so good. Ask participants to identify the characteristics of a good policy. As participants respond, note points on newsprint, and display in meeting hall.
4. Note that there are a variety of ways to organize a policy manual. Some manuals are short and simple. Others are long and comprehensive. A good guideline is to keep policies and policy manuals as short and simple as possible, while covering essential and important points. Provide handout showing one way to organize a policy manual.

### CLOSURE

Repeat the key question and ask participants if the activity helped them to respond to it. If necessary, clarify uncertainties.

### Tips for Facilitators

- ✦ Reference #3 may be used as a handout if the literacy level of participants permits.
- ✦ The facilitator should review Reference #4, *Policy and Procedures Manual*

## ***Sub-Activity #2.2: Role Play on Importance of Policy***

### **OBJECTIVE**

Participants will be able to describe the importance of gender-friendly policy.

### **KEY QUESTION**

Why is gender-friendly policy important?

### **TIME**

1 1/2 to 2 hours

### **METHODOLOGY**

Role play, presentations in plenary, discussion

### **MATERIALS**

Flipchart paper, markers, pens, masking tape

### **PREPARATION**

Assemble materials.

### **STEPS**

1. Divide participants into small groups. Explain that each small group is to present a role play based upon either:
  - a) the types of questions staff might ask the executive committee or office head on personnel policy (e.g., When am I able to take leave? What benefits am I entitled to receive? As a woman staff member, I am not secure to travel alone so what do I do?), or
  - b) the types of problems that arise when there is no personnel policy (For example: absence from duty station, disciplinary action for non-performance, sexual harassment of female staff by male staff).
2. Have groups present their role plays in plenary. Discuss questions or issues that arise from the role play. What messages have the role plays provided with respect to the importance of having a personnel policy?
3. Note important points on newsprint and display in meeting hall.

### **CLOSURE**

Repeat the key question and ask participants if the activity helped them to respond to it. If necessary, clarify uncertainties.

## ***Activity Set #3: Personnel Policy***

### ***Sub-Activity #3.1: Understanding Personnel Policy***

#### **OBJECTIVE**

Participants will develop their understanding of gender-friendly personnel policy.

#### **KEY QUESTION**

What is gender-friendly personnel policy?

#### **METHODOLOGY**

Group work, simulation, discussion

#### **TIME**

2 - 3 hours

#### **MATERIALS**

Newsprint, markers,

#### **PREPARATION**

Prepare sets of questions for groups.

#### **STEPS**

1. Divide participants into three groups. Two groups will be “general” groups, and one group will be the “executive committee” group. Each group is to discuss the following questions from a gender perspective. Following the discussion, the two general groups will be presenting questions, ideas and suggestions to the executive committee for their response.

#### Questions

- a) How should a development organization recruit staff members for all levels?
  - b) Should benefits or special arrangements be provided for women staff because they have household responsibilities as well as their paid work? (e.g. child care provision, flexible time-tabling, openness to job sharing, part-time work, breast-feeding time, maternity or paternity leave)
  - c) In many cases, women staff and candidates lack self-confidence. How could the organization help women staff gain self-confidence?
  - d) How should staff be assigned for field work? Do women feel secure traveling alone to far or remote places? What provision should the organization make?
2. The general groups should summarize their ideas and responses to these questions and prepare a set of questions and suggestions to present to the executive committee. The executive committee group should prepare itself to respond to questions and suggestions.
  3. Allow about 1/2 hour for group discussion, then assemble for presentations and discussions. As the groups present their questions and requests to the executive committee, have an open discussion on their questions.

#### **CLOSURE**

Ask one person from the group to summarize the importance of gender-friendly personnel policy for development organization.

**Tips for Facilitators**

In most of the cases, women staff members are in the majority, but they do not hold decision-making positions. The facilitator may have to probe to generate ideas on placement and recruitment policy, particularly placement of women.

### ***Sub-Activity #3.2: Developing a Personnel Policy***

**OBJECTIVE**

Participants will develop a draft gender-friendly personnel policy for their organization.

**KEY QUESTION**

How can we develop a gender-friendly personnel policy?

**TIME**

3 hours

**METHODOLOGY**

Group work, presentations in plenary, discussion

**MATERIALS**

Flipchart paper, markers, pens, masking tape, copies of personnel policies brought by participants, handout- *Reference #5: Important Points for Personnel Policy*, *Reference #8: Sample Organizational Policy Manual*

**PREPARATION**

Prior to the workshop, participants should be asked to bring to the workshop a copy of the organization's policy manual if one exists. Prepare handout and assemble materials.

**STEPS**

1. Explain that in this activity participants will be preparing a draft personnel policy for their organization. By the end of the activity, participants should have a draft to take back to their organizations for review, further development and eventual approval.
2. Form NGO-based groups. (Each NGO is to work on its own policy). Each group is to review their existing personnel policy and identify points that reflect gender needs. If the NGO does not have a policy, the group should prepare a list of topics that should be incorporated in a personnel policy.
3. After the group work is finished, ask each group to present their points in plenary. As each group presents, list on newsprint the aspects of gender that could be included in each section of a personnel policy.
4. Re-form the NGO based groups and distribute handout - *Reference #5: Important Points for Personnel Policy*, which includes the most important points to be incorporated in a personnel policy. Ask groups to discuss what aspects of gender might be relevant to each item. Each group should then begin working on its new or revised personnel policy, making sure the policy is sensitive to gender and to under-privileged or disadvantaged groups.
5. Allow at least one hour for group work. Then have each group present their new policy to the workshop.
6. After each presentation, pose the following questions:
  - Is the policy gender-friendly
  - Does it provide opportunities for the retention and advancement of women?
  - Does it help ensure that women are able to effectively participate?
7. Allow time for NGO groups to revise their policies following the discussion to ensure they are complete and gender friendly.

**CLOSURE**

Discuss the next steps for the completion of the policy. Have each group list the steps they will follow. Close the session with a commitment from each group to take their gender-friendly draft policy back to their organization for completion and approval.

**Tips for Facilitators**

- ✦ While preparing the policies, the facilitator should stress the applicability and practicality of these policies in the organization's present context, such as the availability of financial and human resources. Though the policies and rules of other organizations may be good and useful, the participants should not copy them. Rather they should modify and develop appropriate new policies for their organization in order to increase the member's active participation and ownership of the policies.
- ✦ The facilitator should assist the participants in analyzing the policies with a gender lens. This is applicable for all three policies.
- ✦ Reference #8 contains a sample policy manual with personnel, financial and administrative policies. During the workshop, the facilitator should use the sample policy manual as a guide to ensure appropriate points are included for each policy developed by the groups. Special attention should be paid to the gender inclusive points in the sample manual.
- ✦ This sample manual may be copied and distributed to participants for reference in developing their own manual at the end of the workshop, if appropriate. However, participants should be reminded to adapt it to their own situation.

## ***Activity Set #4: Financial Policy***

### ***Sub-Activity #4.1: Understanding Financial Policy***

#### **OBJECTIVE**

Participants will be able to describe gender-friendly financial policy.

#### **KEY QUESTION**

What is a gender-friendly financial policy?

#### **METHODOLOGY**

Discussion, analysis and presentation.

#### **TIME**

2 - 3 hours

#### **MATERIALS**

Newsprint, markers, existing rules and regulation of the organizations

#### **PREPARATION**

Prepare sets of questions to be answered by groups.

Prior to the workshops, ask participants to bring copies of their policy manuals, including financial policy

#### **STEPS**

1. Divide participants into three groups. Each group is to assign one person as facilitator to run the discussion, and one person to take notes on responses and present these in plenary. Questions to be discussed are:
  - a) Who formulates the budget for your organization? Who participates in the process?
  - b) Who decides how much will be spent for program and administration?
  - c) How does your organization ensure that women staff members participate in formulating the program and administration budget?
  - d) Who manages the funds in your organization?
  - e) How are accountability and transparency maintained?
  - f) How are salaries and wages of staff decided? Do salaries and wages differ for men and women?
  - g) Are the financial policies of the organization gender-friendly? Do they provide for the effective participation of women in financial decision-making? Do women benefit from equitable financial policies?
2. Allow 1/2 to 1 hour for group work, then assemble in plenary for presentations. Following presentations, ask participants to give comments and suggestions. Note the responses from other participants.
3. Highlight the key points of good gender-friendly financial policy.

#### **CLOSURE**

Repeat the key question and ask participants if the activity helped them answer it. If necessary, clarify uncertainties.

## Sub-Activity #4.2: Developing a Financial Policy

### OBJECTIVE

Participants will draft a gender-friendly financial policy for their organization.

### KEY QUESTION

How can we develop a gender-friendly financial policy?

### TIME

3 hours

### METHODOLOGY

Group and open discussion, question and answer, presentation.

### MATERIALS

Flipchart paper, marker pen, masking tape, handout - [Reference #6: Important Points for Financial Policy](#)  
[Reference #8: Sample Organizational Policy Manual](#)

### PREPARATION

Prior to the workshop, participants should be asked to bring to the workshop a copy of the organization's policy manual if one exists. Prepare handout and assemble materials.

### STEPS

1. In the plenary, discuss the importance of a clear financial policy for an organization. Discuss potential problems that may arise if there is no financial policy and discuss how a financial policy will help build the credibility and transparency of the organization to its members and to outside stakeholders. Emphasize that a financial policy should benefit both women and men in the organization.
2. Divide into organization-specific groups and ask each group to identify the main topics covered in their financial policy, if they have one. If they do not have one, ask them to discuss and prepare a list of topics that could be included in a financial policy.
3. After the group work is finished, ask each group to present their points in plenary. As each group presents, note the most important points for the efficient financial operation of the organization. The facilitator should present the outline of the financial policy contained in [Reference #6: Important Points for Financial Policy](#)
4. Re-form the organization-specific groups. Each group is to begin working on its new or revised financial policy, making sure the policy is sensitive to gender and under-privileged or disadvantaged groups.
5. Allow at least one hour. Then have each group present their new policy in plenary.
6. After each presentation, pose the following questions: Does the policy ensure women are able to effectively participate in financial decision-making and benefit from equitable financial policies.
7. Allow time for groups to revise their policies following the discussion to ensure they are complete and gender-friendly.

### CLOSURE

Discuss the next steps for the completion of the policy. Have each group list the steps they will follow. Close the session with a commitment from each group to take their gender-friendly draft policy back to their organization for completion and approval.

## Activity #5: Developing an Administrative Policy

### OBJECTIVE

Participants will develop a draft gender-friendly administrative policy for their organization.

### KEY QUESTION

How can we develop a gender-friendly administrative policy?

### TIME

3 hours

### METHODOLOGY

Group work, presentations in plenary, discussion

### MATERIALS

Flipchart paper, markers, pens, masking tape, copies of administrative policies brought by participants, handout-[Reference #7: Important Points for Administrative Policy](#), [Reference #8: Sample Organizational Policy Manual](#)

### PREPARATION

Prior to the workshop, participants should be asked to bring to the workshop a copy of the organization's policy manual if this exists.

Prepare handout and assemble materials.

### STEPS

1. In the plenary, reflect on the need and purpose of administrative policies. In what ways do administrative policies contribute to a well-run organization? A gender friendly organization? How can administrative policies be biased toward meeting men's needs/women's needs?
2. Divide into organization-specific groups and ask each group to identify the main topics covered in their administrative policy, if they have one. If they do not have one, ask them to discuss and prepare a list of topics that could be included in an administrative policy.
3. After the group work is finished, ask each group to present their points in plenary. As each group presents, note the most important points for the efficient administration of the organization. The facilitator should present the administrative policy outline contained in [Reference #7: Important Points for Administrative Policy](#).
4. Re-form the organization-specific groups. Each group is to begin working on its new or revised administrative policy, making sure the policy is sensitive to gender and under-privileged or disadvantaged groups.
5. Allow at least one hour. Then have each group present their new policy in plenary.
6. After each presentation, pose the following questions: Is the policy gender-friendly. Does it provide opportunities for the full participation and advancement of women in the organization?
7. Allow time for groups to revise their policies following the discussion to ensure they are complete and gender-friendly.

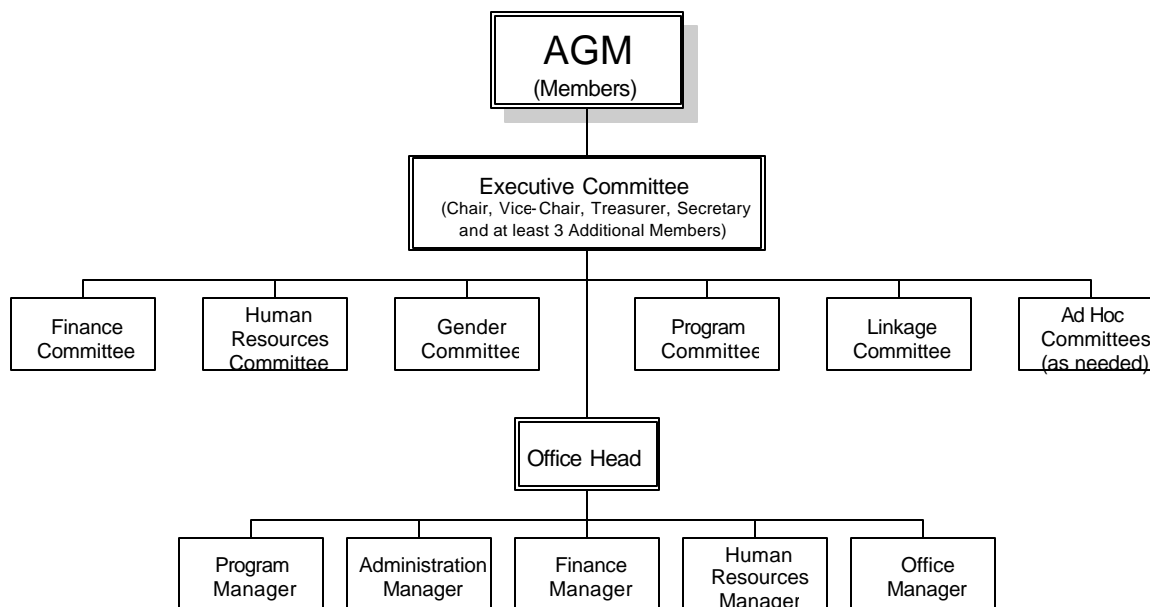
### CLOSURE

Discuss the next steps for the completion of the policy. Have each group list the steps they will follow. Close the session with a commitment from each group to take their gender-friendly draft policy back to their organization for completion and approval.

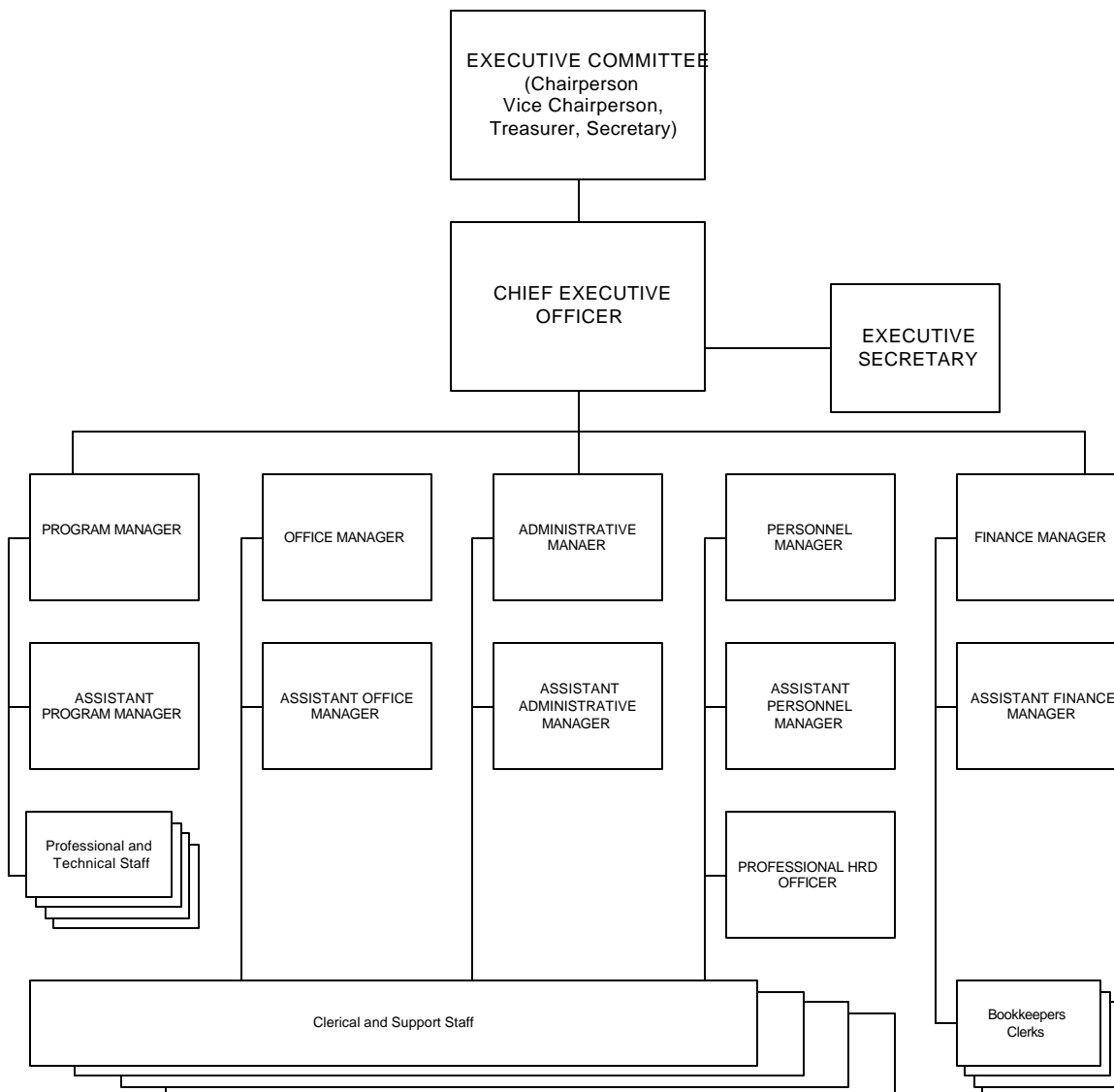
### SECTION 3: REFERENCE MATERIALS

#### Reference #1: Sample Organogram

##### Example #1



Example #2



## ***Reference #2: Case Study***

**Sewanti – Nepal**, is a non-governmental organization working for equality between women and men.

**Sewanti – Nepal** was established on 26th June 1999. There are 32 general members of Sewanti-Nepal. A nine member executive committee governs the organization. Community women hold the posts of chairperson, vice-chairperson, treasurer and secretary while the other executive members are men. The Constitution provides that women will comprise 50% of committee members and be represented in decision-making positions. Regular interactions and meetings among the members and women in the target group are often organized. Most of the meetings are held at suitable times and places where women can easily participate.

Every year, the organization celebrates its anniversary on 26<sup>th</sup> June. The Annual General Meeting (AGM) of the organization is also held on that same day.

The AGM is the uppermost directive body of the organization. It approves organizational policies, and reviews operational practices and program activities of the organization. The executive committee presents the annual program and financial reports at the AGM. The AGM then, after discussion and review, approves the reports.

Annual plans and budgets for the coming year are also passed during the AGM. The Executive Committee then executes the policies and programs approved by the AGM.

To improve the effectiveness and efficiency of the organization's activities and to facilitate the active involvement of the members, a number of committees have also been formed. The committees include Training Committee, Gender Development Promotion Committee, Finance Committee, and Monitoring and Evaluation Committee. Most of the organization's members understand their responsibilities and roles to maintain the organization.

The active participation of all members in the organizational activities under the well-established organizational policies is sending a positive and impressive message to the working community and stakeholders of Sewanti-Nepal.

### ***Questions for Discussion***

1. What are the key factors necessary for the efficient and effective operation of a social development organization (NGO)?
2. What makes this a gender friendly organization?
3. From this case study, prepare an Organogram of Sewanti-Nepal.

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## **Reference #3: Policy**

### **What is Policy?**

There is no single answer to the question “what is policy?” Different writers and different organizations use the term in different ways. The main purpose of “policy” is to guide action. Some writers interpret this at a general, broad level, while others see detailed guidelines as a component of policy.

In general, the characteristics of policy include:

- it is written
- it is authoritative (i.e., made by boards or other legitimate authorities within an organization)
- it is a reference that guides ongoing decision-making and action
- it is known by the people who are expected to act upon it.

### **Why is Policy Important?**

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. Having a policy framework 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 create a sense of order in an organization.
- A written policy provides a focal point for organizational improvement. Policy creation is an ongoing process. New policies can respond to new visions of equality, new ideas and new needs.

### **What is a Good Policy?**

A good policy is useful for the intended users. It helps them make decisions, carry out their daily work, and explain their actions.

A good policy provides a guide for action, but is not so constricted that it stifles creativity and responsiveness where these are needed.

A good policy improves the operation of an organization, and the quality of its work and services.

A good policy integrates the principles of equality and fairness.

## ***Reference #4: Policy and Procedures Manual***

Policy and procedures manuals are important reference tools for organizations. Some manuals distinguish between “policies” as broad, overarching statements of principle, and follow these with more specific guidelines, procedures or regulations. Other organizations do not distinguish between policies and procedures, arguing that the distinction is artificial and depends on one’s point of view.

The content of these manuals varies from one organization to another. Often they contain the following sections:

### **I. Introduction**

This section outlines the purpose of the manual and the intended users.

### **II. Overview of the Organization**

This section includes the vision and mission statements, its organizational philosophy. It provides an explanation of why the organization exists, what it hopes to achieve, and how it goes about doing so.

### **III. Organizational Structure**

Accountability structures and process are described. Often this section includes an organizational diagram. Some manuals include in the section information on the Board/Management Committee, incorporating information from the organization’s constitutional framework. Other manuals provide a separate section on the Board/Management Committee.

### **IV. Personnel Policy (See Reference #5)**

### **V. Financial Policy (See Reference #6)**

### **VI. Administration Policy (See Reference #7)**

### ***Reference #5: Important Points for Personnel Policy***

Large organizations often have a separate personnel policy manual. Small organizations usually include this as part of their one and only organizational manual. This section might include important points such as:

1. Employee Classification
2. Recruitment
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### ***Reference #6: Important Points for Financial Policy***

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3. Fund management and responsibilities
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### ***Reference #7: Important Points for Administrative Policy***

1. Working days and hours
2. Record keeping
3. Communications
4. Office establishment
5. Bank
6. Committees

## ***Reference #8: Sample Organizational Policy Manual***

**NOTE:** This is a sample policy manual only. Each NGO should develop its own manual to meet its particular needs and circumstances.

### ***I. Preliminary***

[name of organization] is a purely social development organization committed to the overall development of the rural community and to improve the status of women, under privileged and marginalized groups. According to the organization's constitution, the organization has prepared policies for effective personnel, administrative and financial management.

The name of this policy is "Organization Operations Policy for [organization name]  
This policy will come into effect following approval by the executive committee  
The Executive Committee has full authority to explain and interpret the policy.

### ***II. Definitions***

“Constitution” means the legally registered constitution of ... [name of organization].

“Organization” means ... (name of organization).

“Organization Head” means the president of the ... (name of organization).

“Employee” means the paid staff employed by ... (name of organization).

“Executive Committee” means the committee elected according to the constitution of ... (name of organization).

“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 programs.

“Funds” means 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 the Executive Committee.

### ***III. Personnel Policy***

#### ***Section 1: Employee classification***

The organization believes that all 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 below:

##### **1.1 Regular Employee**

The organization can hire a person on a regular basis for a minimum period of one year or more according to need.

##### **1.2 Contracted Employee**

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

##### **1.3 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.

##### **1.4 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 allowances to the volunteer.

##### **1.5 Consultant/Advisor**

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

#### ***Section 2: Recruitment Procedures and Policies***

##### **2.1 Affirmative Action Policy**

Recognizing that women are often underrepresented in NGOs, especially in senior and technical posts, the organization commits to an affirmative action policy for the recruitment and retention of women. The organization encourages women to apply for all positions, and especially non-traditional posts. The organization shall support women who have less than the required qualifications for a particular post by providing additional training and coaching to ensure that they are able to build their skills and confidence for the post.

All members of the organization shall be familiar with and support the affirmative action policy.

The organization shall track the number of and positions held by women and men, as well as disadvantaged individuals, in the organization to assess the effectiveness of the affirmative action policy. The organization will monitor and adopt practices to ensure women employees, as well as disadvantaged persons, are retained by the organization.

##### **2.2 Procedures 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 appointed by the executive committee, upon the advice of the program or recruitment committee.

###### **2.2.1 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 join the recruitment committee to interview the applicants.

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

Coordinator:	Organization head / President
Member:	Office head
Member:	Organization member
Expert:	(Optional)

### **2.2.2 Advertisement**

Generally the vacancy of a regular employee position will be advertised in public newspapers and posted in places that are easily accessible to women candidates e.g. temples, public water taps, community houses etc. Other methods to alert women to employment opportunities will be used, such as contacting women's 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

### **2.2.3 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. Female and disadvantaged candidates will be given priority in recruitment by assigning them additional points in the scoring matrix. Selected candidates will be invited for an oral interview and/or written test with the recruitment committee.

### **2.2.4 Interview Process**

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

Interviews will be held at mutually convenient times, 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.

### **2.2.5 Selection of Successful Candidate**

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 a probationary basis. An appointment letter and/or contract will be signed with the successful candidate.

### **2.2.6 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 candidate in waiting list. If the successful candidate fails to accept the appointment letter, the next highest scoring candidate on the waiting list will be appointed.

## **2.3 Internal Recruitment**

The organization can fill regular employee positions through internal recruitment according to the following methods:

### **2.3.1 Transfers**

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

### **2.3.2 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 consideration.

## **2.4 Contracted Positions**

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

## ***Section 3: Regular Employee Appointment***

### **3.1 Appointment Letter**

The appointment letter for the successful candidate will include:

- Post title
- Category appointed
- Name and title of supervisor
- Work location
- Appointment date and duration (if appropriate)
- Probation period
- Job responsibility/description
- Pay scale

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

### **3.2 Probation Period**

Generally, the probation period of the regular appointee will be three months. Upon completion of the probationary period, the 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.

## ***Section 4: Code of conduct***

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.

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 for fifteen days continuously without prior approval.

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

### ***Section 5: Working Environment***

The organization will promote the following:

1. A favourable working environment, including the active 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. Suitable meeting times and suitable place for women to be able to participate. The organization recognizes the triple burden carried by women that restricts their time for participation in organizational work, and shall make all efforts to accommodate their participation and decision-making role in all aspects of the organization.
5. Sufficient time for female staff to care for their babies below the age of three years.
6. When both husband and wife are employed in the organization, the organization will attempt to accommodate both husband and wife in the same location.
7. Special security arrangements to ensure the safety of female staff and members.
8. Toilet facilities to accommodate the needs of women staff and members.
9. A transfer of knowledge from experienced senior staff and committee members to their junior colleagues.

### ***Section 6: Leave***

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:

#### **6.1 Holidays**

National holiday...  
Dashain holiday...  
Dipawali holiday...  
Holi holiday...  
New Year holiday...  
Shivaratri holiday...  
Teej holiday - 1 (only for women)  
Panchami holiday- 1 (only for women)

#### **6.2 Leave Classification**

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

##### **6.2.1 Sick Leave**

Regular employees are entitled to ... day's sick leave in one year. In case of sickness extending past ... 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, daughters, 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.

**6.2.2 Paternity Leave**

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

**6.2.3 Maternity Leave**

All female employees are entitled to maternity leave of [organization should specify] days which can be split into two parts, before and after child delivery. This is applicable for up to ... children. This leave will not be carried over into the next year.

**6.2.4 Bereavement Leave**

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

**6.2.5 Emergency Leave**

An employee is entitled to emergency leave for up to [specify]...days per year due to... This leave will not be carried over to next year.

**6.2.6 Special Leave**

An employee working far from home in a remote area is entitled to up to ..... days 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 into the next year.

**6.3 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 the personnel record file.

**Section 7: Termination**

The employee will be terminated under the following conditions:

**7.1 Voluntary Resignation**

Any employee wishing to resign from their post must provide one month written notice to their supervisor. The executive committee shall accept the resignation after completion of the one month prior notice period.

**7.2 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 month notice in advance.

The office may also terminate the employee for inappropriate 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

**7.3 Termination Procedure**

If employment is terminated under any circumstances, the reason for the termination must be explained to the employee and written notice provided.

If employment is terminated for inappropriate conduct, the executive committee or designate shall provide documentation of the offence to the employee and request clarification from the employee. In the

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

### ***Section 8: Benefits***

The employees are entitled to the following benefits:

#### **8.1 Travel Allowance**

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

An employee travelling from his or her office to a new location is entitled to the 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.

#### **8.2 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.

#### **8.3 Provident Fund**

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

#### **8.4 Dashain Bonus**

After successful completion of the probationary period, the employee will receive a Dashain bonus equivalent to one-month salary. Only those who have worked for at least three months are entitled to this benefit.

### ***Section 9: 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 executive members, committee members, and employees to participate in workshops, seminars, and meetings, 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.

### ***Section 10: Travel***

#### **10.1 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.

#### **10.2 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 will be given to female employees to ensure their safety while travelling, such as taking a travelling companion or two female staff travel together.

#### **10.3 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 [specify]..... days of return.

***Section 11: 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.

***Section 12: Performance Evaluation***

The organization will 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 gender equality, 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 benefits entitlement. Evaluation and reward are equally applicable to both male and female employees. 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 labour force.

***Section 13: Membership Policies***

The Constitution of the organization contains the membership policy and internal policy on development of both male and female employees as follows:

Nepali citizens over the age of 18 will be eligible for membership.

At least 50% of the membership will be women.

Priority will be given to underprivileged and backward groups for new membership.

Active representation of women and *dalits* will also be ensured in the executive committee. A minimum of 30% of executive committee members shall be women.

All members shall be faithful towards the vision, mission and goal of the organization.

## ***IV. Financial Policy***

### ***Section 1: Income***

The sources of income are listed below:

- Membership fees
- Donations
- Projects/contracts/fee for service
- Miscellaneous

All income should be properly documented and receipts provided. A copy of the receipt can be used for bookkeeping and audit purposes. Funds so received should be promptly deposited into the bank.

### ***Section 2: Types of Funds***

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

#### **2.1 Core Fund Account**

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

#### **2.2 Petty Cash Fund**

According to the decision of the executive committee, an amount of NRs [specify] shall be kept in the petty cash fund to cover small payments for activities such as tea expense, hospitality expense, etc. The Finance Committee and the person responsible for administering the Petty Cash Fund shall develop guidelines for the petty cash fund. Receipts are required. At month end or on depletion, the bookkeeper should reconcile the petty cash and replenish it by bank funds.

#### **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 organizational policy.

### ***Section 3: Fund Management – Roles and Responsibilities***

#### **3.1 Finance Committee**

The Executive Committee shall appoint a minimum of three members and including the bookkeeper, to a Finance Committee, which shall be under the supervision of the Treasurer. At least one member of three must be a woman. The duty of the Finance Committee shall be: to organize and supervise the accounting system, and to ensure the proper financial management of the organization. For example, the committee shall assign the responsible person to audit the book of accounts every six months and submit a report to the finance committee. The finance committee also prepares the annual budget.

#### **3.2 Bank Account Signatories**

According to the constitution of the organization, the chairperson and treasurer are authorized to jointly operate the bank account. Another capable person in the organization shall also be added to the bank account signatories in order to ensure transparent transactions. At least one of the signatories must be a woman. Two signatories, which must include the female member of the committee, are needed to sign a cheque.

#### **3.3 Book Keeping**

All financial transactions will be classified by the set of General Ledger accounts and clearly recorded in the accounting book. All supporting documents should 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 NRs 1000 will be made exclusively by cheque.

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

### **3.4 Bank Reconciliation**

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

### **3.5 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 the annual general meeting.

## ***Section 4: Financial Reporting and Audit***

The bookkeeper 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 district development committee, social welfare council, chief district office, and appropriate donors.

### **4.1 Internal Auditing**

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

### **4.2 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 the fiscal year.

## ***Section 5: Fiscal Year***

The fiscal year of the organization starts on July 15 and ends on July 14 (Nepali calendar )

## ***Section 6: Advances***

### **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.

### **6.2 Advance Liquidation**

The balance of the advanced money should be returned along with original receipts and bills within [specify]...days after 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.

### **6.3 Reimbursement**

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

### ***Section 7: Procurement***

The equipment and materials essential for the organization will be procured after completing the following process:

An approved purchase order: Written approval to purchase must be obtained from the Treasurer, or full Executive Committee for expensive items, that is, items costing more than NRS           . To obtain approval, the requestor must provide reasonable justification and cost estimates.

For recurring purchases of small commodity items (any item not exceeding an amount of NRs...): The Treasurer can authorize direct purchase from the local vendor offering the lowest price with payment from petty cash.

For other items or services: To procure items exceeding NRs [specify], purchase from the vendor with best quality for price. Competitive bids should be obtained from at least three vendors, and the products, support and costs analyzed to determine the best choice. These items shall be registered in the asset register to ensure their proper ongoing control.

Receipts for all purchases must be obtained. The receiver of the goods will sign this receipt to indicate that the goods were received in good condition. These receipts will be used for bookkeeping data entry and, along with any invoice, a basis for payment and audit.

### ***Section 8: Inventory and Assets Register***

Both purchased assets and consumable items should be only used for organization's work.

A person designated by the organization will maintain an inventory of consumables and assets. Each item purchased with its location must be entered into the inventory (consumable) or assets register. Any relocation or loss of assets should be duly recorded. A forecast of the replacement of assets should also be made. Annually, the designated person shall report on the status of all assets to the Executive Committee, and propose actions to be taken to ensure that the assets continue to fit the organization's needs.

### ***Section 9: Disposal of Fixed Assets***

The irreparable and old materials with no useful value to the organization shall be sold according to the following procedures:

Items will be sold through open competition like an auction.

#### **9.1 Formation of Subcommittee**

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

#### **9.2 Public Notice**

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

### ***Section 10: Remuneration***

The executive committee will determine the salary and other facilities of employees, and honorarium for executive committee members based on the financial status of the organization. Male and female members and employees will be paid equally for work of equal value.

Employees shall be paid monthly.

Contractual employees and consultants/advisors shall be paid according to the terms of the signed contract.

**10.1 Tax Deduction**

Employees/contractual employees/ consultants shall receive payment from the organization after the deduction of applicable taxes according to the rules of His Majesty's Government of Nepal. The designated person shall deposit the taxes in the related office.

## ***V. Administrative Policy***

### ***Section 1: Office Working Hours and Days***

Employees will adhere to the following working days and hours:

Employees will work six days a week from Sunday to Friday except on Saturdays.

The working hours will be from 10:00 to 17:00 from Sunday to Thursday and Friday from 10:00 to 15:00.

During winter from Mid-November to Mid-February, the office will open from 10:00 to 16:00 from Sunday to Thursday and 10:00 to 15:00 on Friday.

Lunch period will be between 13:30 to 14:00

Female employees can take one hour off each working day to nourish their babies for up to one year following the birth.

### ***Section 2: Record Keeping***

#### **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 the personnel records.

#### **2.2 Filing System**

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

#### **2.3 Official Correspondence**

All official documents received from other organizations will be first registered in the in-coming registration book. Similarly, all documents dispatched will be registered in the out-going registration book.

#### **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.

#### **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.

### ***Section 3: Communications***

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

#### **3.1 Meetings**

Meetings 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.

**3.2 Status Reports**

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

**3.3 Annual Filings**

The Secretary shall ensure that associated organizations' (CDO, SWC, NGO Federation, etc.) prescribed forms and format for reporting are accurately completed and filed with payment, if any, prior to their due date.

**3.4 Information Dissemination**

Any 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.

**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.

**3.6 Language**

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

***Section 4: Office Establishment***

The head office of the ... will be established in ...It can open branch, sub- branch, and project offices in different areas within or outside the district as necessary.

***Section 5: Bank***

All financial transactions above NRs [specify] will be made through the bank account only.

***Section 6: Committees***

Committees shall be established to enable the effective and efficient operation of the organization. Committees might include the following: a gender committee, personnel committee, finance committee, working committee, executive committee, linkage committee, program committee and others as needed. Each committee shall establish a terms of reference and operating procedures, which shall be approved by the executive committee. Membership in committees must include a minimum of 30-50% women, whose attendance and active role shall be required, especially in decision-making.