

# Organisational Manual



**Swadeep Shikshan Vikas Sanstha**

21, Abhinandan Park Society, Opp. Vastrapur Rly. Station, Butbhavani Rly. Crossing, Vejalpur- 380051, Ahamedabad- 380051, Gujarat. [swadeepindiango@gmail.com](mailto:swadeepindiango@gmail.com) Mobile: 9428309408

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## 1. THE ORGANISATION:

### 1.1 Brief History:

Swadeep Shikshan Vikas Sanstha is an organization set up in 2005 by a team of professionals, most of who are alumni from leading institutes of Gujarat like the Gujarat vidhyapith, Lokbharti – Sanosara, etc. This group came forward to form a multi - disciplinary team after having acquired grassroots and other levels of experience in different facets of development. The experience of the group includes areas such as community organization; project management including planning, monitoring & evaluation; designing & maintenance of Impact Assessment and capacity building, democratization of development & empowerment processes; advocacy works etc.

We started as an NGO an implementation unit of our own, to act as a learning unit for further transfer of experience to other areas. Our organization, which started as a proposed Public Trust, was formally registered during the year 2005. And supporting the grass-root level learning acquired by our professionals, to other organizations. This developed our competency to work in different situations and areas.

### 1.2 Registration status:

Trust Regi.No. F 1495, Societes regi. Gujarat 1578 Bhavnagar in 17/09/2005

### 1.3 Focus Areas:

#### Main feature:

- Swadeep believes in providing holistic support to the NGOs and other development organizations in carrying out various interventions.
- Capacity building of different stakeholders in general as well as in Participatory Methodologies, Institutional Development aspects and Gender Analysis.
- Swadeep also tries to reach to as many actors in the development sectors as possible by identifying the suitable project personnel and training them to meet the expectations of the development and cooperative sectors.
- Implementing projects of various scales in an effective manner.
- Covering sectors like Migrant Children Education, ICDS education, Health, livelihoods and other facets of Rural Development and Urban Poverty Alleviation and Infrastructure Development.

### 1.4 Our Objectives:

- To create an equitable and just society where everyone will live with cooperation and peace
- To work for the overall development of women, so that they get an equal status and opportunities and justice.
- To work to reduce disparities between different segments of society and will take up activity which can create unity among them. To work for the demolish of evil social practices.
- To work to create awareness for the importance of education especially among deprived, women and children, establish institutions regarding education and maintenance of that institution.

- To set up health institution, to generate awareness and provide health services to the poor, to organize health and medical camps, and thus to focus on improving the health of women, children and men in the society
- To take up activities, to do linkages and do publications to fulfill above mentioned objectives.
- To provide training and organize seminars and workshops to equip, strengthen and disseminate knowledge, skills and attitudes required for promoting participatory development methodologies and other related subjects for rural/urban development.

### **1.5 Our mandates:**

- Children education
- Health
- Livelihood
- Rural Infrastructure development
- Empowerment of women
- Disaster management

### **1.6 Our Mission:**

To work towards the empowerment of vulnerable communities in under serviced area with a special focus on children and women.

**Transparency** means: being transparent and open in our policies, decisions, actions and presentation of physical and financial progress internally as well as externally.

**Accountability** means: being responsible/ accountable to aim and objectives and all the stakeholders at different levels (Community, donors, associates, team members and others) by making them an integral part of the process while implementing various programs.

**Sustainability** means: continuation of the development activities and the processes on their own and sustaining and upholding the validity of these by the people.

**Development** means: the actual growth of the people by means of direct actions (implementing various projects directly) and providing required services (in the areas of direct intervention, research and documentation, project management support, capacity building, monitoring and evaluation etc.) to them. It is a process of making them aware, empowered, effective and self-reliant.

**Vulnerable** means: The one who lacks or has limited opportunities and exposure in terms of basic services and livelihood options and whose representation is not there in decision making and policies.

### **1.7 Our Vision:**

Improved social service delivery to enable disadvantaged communities to become self-reliant and emerge out of the clutches of poverty.

### **1.8 Our Approach:**

- Non-discriminatory & co-optive

- Participatory approach with a special focus on gender and equity leading to empowerment.
- Assertive and cooperative (confrontation when and where needed)

### 1.9 Our Values and Principles:

Accountability	Transparency
Mutual Trust	Openness
Sensitivity	Professionalism
Equity	Participation/ Team Work

### 1.10 Organizational Culture:

The organizational culture is the (dominant) shared values, norms and beliefs within the organisation. It is a pattern of basic assumptions –invented, discovered or developed by its members and which is to be taught to new members.

Swadeep is the place for curious, sincere and bright professionals. It is the place for the tomorrow’s leaders. The culture is *transparent and ethical*. It provides abundant opportunities for people to learn, work, and improve while being happy and contented. Human *dignity* is recognized and optimum opportunity is provided for developing and utilizing individual talents.

We at Swadeep believe in Task Culture where the emphasis is given on getting the job done, and where expert power is more important than position power. Here people work in teams.

A strong emphasis is placed on *participation, efficiency and effectiveness*. Much care is given to provide ample opportunities to grow and succeed. This culture is implicit in our mission, vision and values, and is characterized by the accountability and commitment which we practice in our organization. Open discussions, confrontation, feedback and participatory decision making all contribute to the healthy environment in Swadeep.

We encourage and facilitate *healthy interpersonal relations* within the team and with external resource people. We are a team-oriented organisation where the team members have *liberty* to take initiatives. Discipline is maintained while executing the responsibilities. The team members at different levels are expected to be responsive to the concerns and grievances of others.

We believe in equity and to maintain it the culture of Swadeep is made *gender sensitive* where both the counterparts enjoy their role and responsibility.

Efforts are made to achieve a consensus between organizational goals and personal objectives. Weekly meetings, discussions, workshops etc. help to clarify the vision, mission, aims and approaches of Swadeep.

## 2. HUMAN RESOURCE MANAGEMENT SYSTEMS:

### 2.1 Human Power Planning:

Swadeep believes in professional excellence and deployment of competent people for all its projects and administrative functions. To understand and implement the Vision and Mission of Swadeep, we require bright, dynamic, ambitious minds. The ideal candidates are those who are rational thinking, secular and committed.

Human resource planning is concerned with identifying the organization's demand for human power and devising means to ensure that a sufficient availability of the staff is there to meet that demand. Human power planning at Swadeep encompasses of:

- the recruitment of sufficient and suitable staff
- their retention in the organisation
- the optimum utilization of staff
- the improvement of staff performance
- the disengagement of staff, as/ if necessary.

#### 2.1.1 Swadeep as an Implementing organization:

The role of SWADEEP as an implementing agency is to forecast its existing and future human resource requirements and planning the recruitment of the right people, in the right numbers, in the right time and at the right place.

The steps for achieving this are:

- Planning of projects for the year and then projection of staff requirements for implementing the plan.
- Try to match the existing human resources with the projections.
- A list of staff requirement / redeployment/ retraining is drawn up.

The human power planning requires close observation in the field. The recruitment needs depend upon the planning and implementation strategies of any project. Surplus staff is always maintained to handle exigencies. Sometimes, due to emergencies some unforeseen recruitment becomes necessary. To answer such needs immediately, the waiting list is referred to (usually kept ready with the organisation) for some positions, especially for the social team in the field.

### 2.2 Recruitment:

Swadeep follows the principles of equal and fair opportunity to all in relation to caste, class, religion and gender and tries to make its methods as transparent as possible. As per the Mission of Swadeep female candidates are given preference than male candidates, if all other things are equal (but we also try to keep a *balanced* gender ratio). Efficiency and experience in any case is the prime concern of Swadeep while recruiting new team members.

Recruitment is the means to effectively and efficiently source human resource requirements having the levels of competence necessary to sustain organizational growth and development, and for effective implementation of programmers.

Before finalizing placements, the following steps are to be taken:

- Identifying and attracting the right candidates.
- Screening and Selection
- Orientation
- Probation
- Confirmation

As a matter of policy, the Head Office is informed about the need of a new team member at any post. Only after evaluating and justifying the need, will the vacancy be made open to recruit an Area Manager the strength of the staff in particular District Office should be 15 and above. When the staff strength is less (10 to 15) than a Unit In charge

### **2.2.1 Identifying and attracting the right candidates:**

The Job description will help in identifying the right candidates. Various methods can be used to attract the right candidates. Recommendations, help of media (News Paper, Internet or others), placement agencies or direct campus recruitment are some of the methods to reach the suitable candidates for the organisation. At least 10 days will be given to send the application on the given address.

### **2.2.2 Screening and Selection:**

After receiving the applications, the HR department will check all the applications and select the ones which look more appropriate. Then these applications will go to the Selection Committee consisting of the members of PIU and SU. The Selection Committee may also include the members from the district offices, depending on the type of the vacancy.

Short listed candidates are invited for the interview by sending call letters. There should be a gap of at least 10 days between the date of call letter and the interview date.

The members of the Selection Committee will take an active role during interviews. These members will be there in the interview panel. For senior positions, external experts can also be invited.

The selection methods may include Written Test, Group Discussion, Computer Test and/or Personal Interview. The Selection Committee can decide the selection criteria in advance to make the decision-making process scientific and transparent. This process should be standardized and objective.

The panel will discuss together the grades given or the observations made and short-list the candidates as per pre-decided components. A report and list of selected candidates will be submitted to the executive committee.

Appointment letter will be sent to the selected candidate by the Chief Executive. One copy of this will be sent to the District Office along with the copy of his/her C.V. for the records.



It is essential to produce the relieving order (if the CEO demands for it in special cases), if and when, the candidate is an employee of some other organisation. The appointment letter will also carry the job description, the offered package and details of administrative aspects of the organisation.

Temporary, contractual or permanent appointments will be made as per the requirement of the project. The staff kept on contract will be get contract letter mentioning the job profile/ duration of contract and amount of the remuneration. The temporary staff will get the *provisional contract letter* for the proposed/decided period of time. The staff on contract or temporary engagements will be recruited permanently if/when required and decided by the organization. The database of other candidates will be referred to for such placements.

The staff kept on trial may be issued appointment letter if/when decided by the CEO. If the trial period is more than two months then he/she will be issued a provisional contract letter as a temporary staff. This staff will finally be recruited as on contract/permanent after reviewing his/her performance and the requirement of the organization.

### **3. HUMAN RESOURCE DEVELOPMENT SYSTEMS:**

#### **3.1 Role of HRD:**

HRD in Swadeep is focused on developing the desired level of competence in employees to achieve organizational goals, developing a healthy organizational climate and motivating employees to reach their highest potential level.

The development of the field workers will be the prime focus of HRD efforts. It is more a value than a process, which will facilitate standardization and development of a package of training programmes and performance appraisal techniques. HRD interventions will begin at the bottom and then gradually progress upwards.

HRD will develop systems of orienting the newcomer to the culture of the organization, its mission, values and approaches. It will also give clarity on the task entrusted to him/her. It will help the team to analyze performance, to identify potential and to develop competency

#### **3.2 HRD Philosophy:**

- At Swadeep we have faith that people by nature are hard working and have the potential and capacity to empower themselves (especially underprivileged and women).
- We, along with their own active participation in the process, help them to realize his/her potential to its fullest extent.
- We believe that our human resources are our greatest and most valuable asset, in our journey towards achieving our mission.
- We believe that it is our responsibility to build their potential and commitment towards our organizational aim, through their active participation in the whole process.

### **3.3 Induction/ Orientation:**

Two weeks' orientation for every newcomer is essential to introduce him/her to the organizational structure, culture and approach. It also gives him/her a brief idea about the functions/ programs of the organisation. It clarifies his/her role and position in the organisation.

The orientation must include information about:

- Organisational history, objectives, philosophy and organizational structure.
- Procedures and administrative rules of the organisation.
- Activities and strategies as a support and implementing agency.
- Orientation to mission, values, philosophy, policies and strategies.
- Finance and account procedures.
- Staff and Structure
- His/her role, responsibilities and entitlements.
- Approach, planning and decision-making systems
- Projects-related information.
- Field exposure with other senior team members.

This information to newcomers can be disseminated by:

- Open session- Where the person is free to ask and question and clarify doubts (more of an ice breaking session)
- Field visits in the working areas.
- Reading materials: Brochure, Annual Progress Report, relevant program material other reference material.
- Formal and informal meetings with team members and the community.
- Frequent sessions of discussions with seniors and an appointed Mentor.

After orientation the inductee will have to write a report on his/her observations and analysis. This report will be presented in the staff meeting by the inductee and the team will give their feedback. This session will help the team and the new comer to build rapport and develop professional relationships.

### **3.4 Probation:**

The new inductee will be on probation for six months (including the induction period) and after reviewing his/her performance level against the set performance objectives he/she will be confirmed/rejected.

If confirmed he/she will be issued an appointment letter stating his/her role and responsibility and the entitlements. Alternatively, if considered not yet fully ready for confirmation, probation may be extended and a letter will be given to clarify any further steps till confirmation.

The purpose of the probation is to find out whether the probationer is the right match between the job requirement of the organisation and the competencies of the person. Efforts will be made to orient the new employee to the organisation and develop his/her competencies, behavioral skills and right attitudes to suit the requirements of the position.

The person is placed in an assigned project. This project will give an opportunity to interact with other team members. Informal and formal discussions will take place. These meetings will help him/her clarify the existing systems and working environment in the organisation.

If the probationer is not making satisfactory progress or found to be inadequate/ inefficient for the post, his/her short-comings will be discussed openly and they will be provided support to improve and take corrective actions. This will be an indication of either confirmation or separation. He/she could be terminated with one month's notice period and without assigning any reasons thereto, if he/she is found to be unsatisfactory.

To ensure a uniform system for probation and termination/confirmation, the assessment will be recorded by the supervisor/reporting officer. Any decision regarding extension of probation will be taken by the concerned authorities.

### **3.5 Confirmation:**

As soon as the assessment has been analyzed by the supervisor the decision for confirmation is taken. The employee will be issued a confirmation letter from HO (Director) informing him/her about his/her designation, entitlements and work profile. If he/she has some queries, he/she can always approach the HO after informing the reporting officer about it.

When the employee is on contract or temporary placement, HO (Director) can decide for confirmation/extension/cancellation of the contract after consulting with the employee's reporting officer and assessing the need. District Offices will assist the HO in carrying out the assessment and taking such decisions. The Director may delegate this responsibility to next reporting officer if chooses to.

### **3.6 Competence Building and Development:**

Competency means having ability, power and authority, skill and knowledge to do what is needed. The competence building is helping people do develop the needed knowledge, skills and attitudes for an occupation or task. The focus of such training is the job or the task. On the other hand, the development focuses on and organization's future manpower requirement and growth needs of individuals in the workplace.

Competence building exercise at Swadeep includes both training and development. Swadeep has revised the much-used equation of competence building (KAS) and promoted it by adding one more component to it.

### **3.7 Job Descriptions:**

The Job specification provides a guideline and gives clarity on the role and responsibility under each position. It clarifies what is expected from a position. The role is decided in accordance with the projects, location and context. There could be some changes as the time passes and the organisation grows. These changes will be addressed and encompassed during periodical reviews. The job description will help a person plan, analyze and implement the work-plan at various levels.

All the employees at any level will also be responsible to take up any additional task assigned by the organization.

### **3.7.1 Director: Reporting to Trustees:**

- To give direction to different units according to the mission and vision of the organization.
- Ensure the review and evaluation of the projects and analyses the overall achievements of the organization.
- Finalist important proposals and decide on long term interventions.
- Plan strategy and policies of the organization.
- Take critical decisions and stands as and when required.
- Provide guidance and true value-based leadership to the core team in understanding complex interventions.
- Ensure adequate financial security, planning and monitoring. growth of the organization and provide support to the team.
- Accept the suggestions of the Trustees and implement them sincerely.
- Strengthen and maintain the systems in the organization.
- Complying with Indian laws and building capacity in the team for the same.

### **3.7.2 Human Resource Officer: reporting to HR Manager:**

The development of the field workers is the prime focus of HRD efforts. The HR Officer plays a critical role in translating the organization's mission into reality by building the capacity of the staff to empower the downtrodden and the exploited.

He/she will:

- Assist the organization to maintain a participatory approach for being effective.
- Be able to work in diverse cultural settings, and develop strategies keeping this diversity in mind.
- Intervene with a bottom-up, rather than a top-down approach
- Integrate the HR strategies with other (internal & external) management and technological systems in the organization.
- Review all the HR policies of the organization from time to time and make any necessary changes.
- Prepare a manual for the HR policies, and modify it as changes takes place in the organization.
- Propose systems for staff planning, monitoring, recruitment, budgeting and reviews and also assist the Project Manager in follow up of these systems.
- Represent the organization in external forum, as required, and facilitate the image building processes along with RM cell.
- Co-ordinate capacity-building inputs, and incorporate gender and equity aspects in the work.
- Develop training tools for the staff as well as for the community.

### **3.7.3 Finance Officer/ Accountant: Reporting to Director**

- Sanction Salaries, advances and resources to the staff as per the norms and requirements.
- Actively participate in and prepare for the Audit of different project accounts.
- Finalize accounts: annual finance reports, investments, grants/funds and depreciations.
- Monitor the professional tax assessments and other deductions for Income Tax, PF dept and Charity commissioner etc.
- To monitor Bank transactions on a daily, weekly and monthly basis.
- Prepare the Fund Utilization and Requisition Statements to funding agencies.
- Correspond and network with the funding agencies as and when required.

- Finalize and sanction of budgets under various projects.
- Regularly inform the Team about the financial status of each project.

### **3.7.4 Program Manager: Reporting to Director**

The Program Manager/Program Coordinator is responsible for over-all co-ordination of the projects which includes planning, implementation strategies, monitoring, budget planning, community involvement and evaluation and administrative aspect in the Dist office. His/her duties include:

- Capacity building of the team members and giving direction and feedback related to the project.
- Working out the short-term and long-term human resource needs and inform the concerned authorities regarding these.
- Handling formal and informal meetings to monitor the administrative and project status.
- Preparation of reports, documents and collection of data regarding the scope and direction of the project.
- Planning strategies and taking favorable decisions in accordance with the organization's approach.
- Developing a healthy environment for the team and motivating them as and when required.
- Training and exposure of the team and analysis of the capacities of the team prior to allotment of any responsibility to any team member.
- Networking with other organizations and resource people (Internal and External).
- Orienting of new team members, or making arrangements for their proper orientation.
- Analyzing the needs of the team, community and the projects and accordingly subsequent dissemination of relevant information and follow up.
- Handling accounts and administrative issues (vehicle, material, manpower etc.).
- Accepting any other responsibility assigned by the organisation.

### **3.7.5 Program Coordinator Field Coordinator: Reporting to Program Mangar**

The Program Coordinator is responsible for programs and activities at the block level. Planning, budgeting, monitoring, data collection, implementation, monitoring and evaluation of the activities under his/her responsibility. His/her duties include:

- To promote synergy within the ICDS portfolio and coordination with other programs especially Education and formal schools to maximize impact.
- Strengthening the village level Anganwadi workers and building their capacities. Particularly it is focused on to provide qualitative nutritious food with enough quantity. It is also to provide qualitative education.
- To introduce a multi- level learning support program in pre-primary primary and higher secondary.
- Coordinate- Adult Literacy Class- Teachers Training, Facilitate Program as per requirement, Monitoring etc.
- Community Mobilizing for different activities of Gyan Jyot Project i.e.- Garbh Sanskar, Parvarish, Parents Meetings, and others
- Training and Capacity building of key stake holders- ICDS Workers/Helpers, Parents, community etc.
- To decrease drop out ratio in formal schools by promoting habit of going to pre-schools, better performance and prevention of caring for younger siblings in the age group 3 to 5 years.

- Ratri sala adult literacy (Night School) for ladies to make them learn Reading and Writing.
- Make sure that Villagers actively participate in cleaning of School, Anganwadi and village.
- To organize monthly Kar Seva in respective villages
- To raise awareness about Pre-primary education, and engage the community in the ICDS/ School activities at villages
- Parents meeting and gathering shall organize as per project planning.
- Required TLM, Modules, Activities to be prepared / provided.
- Conduct training of AWW, helper and cook.
- Maintain data, reports, and other relevant documents on daily, monthly, quarterly and annually.
- Identification of the needs of the community and carrying out qualitative and quantitative planning of the programs. And Record keeping and documentation at the field level.
- Completing activities within the decided budget, and settling the advances along with all the supporting materials. And Networking with the organizations at the field level and block level.
- Collecting data and writing reports as per the requirements of the organization.

### **3.7.6 Accountant: Reporting to Program Manager/ Finance Officer:**

#### **Responsibilities include:**

- Maintaining the cash book, bank book, daily transactions and data entry.
- Settlement of accounts, cash payments, voucher and coding.
- Giving advances and keeping the records of them.
- Preparing balance sheet.
- Following financial rules and keeping ready all the documents for audit.
- Brief the AM and CC on financial aspects as and when requested.
- Arranging the cash as per the need of the districts/blocks.
- Providing information to the HO and District offices.
- Implementing suggested financial strategies and record-keeping methods.
- Cross-checking the details of the vouchers and bills when necessary.

### **3.7.7 Gujjubhai Balmitra(Bal mitra)**

- Strengthening the village level Anganwadi workers and building their capacities. Particularly it is focused on to provide qualitative nutritious food with enough quantity. It is also to provide qualitative education.
- To introduce a multi- level learning support program in pre-primary primary and higher secondary.
- Work with Secondary and Higher secondary students
- To create resource materials to fill learning deficits of children and bring them to age-appropriate levels.
- Engage local youth through different activities to raise awareness about the importance of education through these youth groups
- Organize education fairs (Balmela) for children in villages to promote education and activity-based learning
- To be aware of emergency numbers and facilitate as and when required.
- To conduct tutorials of students.

- Jhola Library: to facilitate reading habits through Jhola Library.
- To help 3 to 6 years children to get Pre - Primary Education with the help of Anganwadi sisters, Punctuality of children by keeping their parents together.
- Up gradation of School going children of Class 3 to 5, on the base of Reading, Calculation by creating base line and arranging special class for them.
- To motivate children of class 6 to 8 and track their progress.
- People who wanted to study but couldn't because of some reasons, motivate them to get admission in Open University. And To facilitate enrolment in NIOS/ BAOU
- Ratri sala adult literacy (Night School) for ladies to make them learn Reading and Writing.

### **3.7.8 Office Assistant: Reporting to Accountant:**

The Office Assistant should possess essential communication skills for effective Public Relations, and have the ability to take messages and accurately pass them on to the concerned person on time. His/her duties include:

- Organization of mail and filing system.
- Making arrangements for meetings, training workshops etc.
- Data entry and correspondence.
- Making arrangements for travel and accommodation of Visitors.
- Maintenance of office equipment, stationary, reference books and materials.
- Organizing administrative arrangements and follow-up action.
- Supporting the work of the SU or PIU as and when required.
- Record keeping.
- Taking phone calls and handling visitors.
- Any other job as reasonably assigned by the reporting officer.

### **3.7.9 Messenger: Reporting to Accountant:**

- Actively attending to the requirements of staff in their office work, with initiative.
- Office maintenance and supervision of cleaning of office and other facilities.
- Taking care of visitors and staff (Tea, Drinking water, snacks etc.).
- Handling internal and external work such as bank or post office work, photocopying, ticket booking or cancellation etc.
- Taking phone calls and handling visitors in absence of the Office Assistant.
- Distribution and maintenance of news papers and post.
- Any other job reasonably assigned by the reporting officer.

### **3.7.10 Driver: Reporting to Accountant:**

- Maintenance of the office vehicles.
- Maintaining log-book and keeping the vehicle records.
- Helping messengers when free from driving duties.
- Transportation of staff, visitors and goods as per need.
- Any other job reasonably assigned by the reporting officer.

### **3.8 Performance Planning, Analysis and Development system:**

The purpose of the system is to plan, review and develop performance. There is always a need to periodically review how effective and realistic the planning was, the ideology, the working methodology, incentives, management, skills of the team and their interpersonal relations, the growth of the organization (to decide the future of Swadeep) and new interventions etc. Organizations work more effectively when there is a common purpose, a generally accepted working methodology, mutual trust and a team spirit. To effectively take on complex activities it is always necessary to review the present skills and readiness of the team to explore new areas of intervention.

The planning at Swadeep will be done on a yearly, monthly, weekly and daily basis (Macro and Micro planning). The budget will be planned according to the activities, programmes, and projects on a yearly, monthly, weekly and daily basis. The community mobilizers, cluster coordinators, and area managers will be involved during this exercise. This type of planning will help them streamline their efforts to meet the planned goals and objectives.

The senior staff will plan for long term/macro level (the next five years or more) interventions of the organization. This planning will be shared with other team members also. This planning may also include the area development strategies. The Frame of Reference is important to clarify the objectives of Swadeep and the areas of intervention. It should be discussed with each team member and concerns and comments should be collected after every three years to countercheck the directions of Swadeep.

The monitoring of the projects will be done weekly, monthly, half yearly and annually (as per the planning). The reporting officers at different levels will conduct such meetings. Monitoring meetings are mandatory for each team member. Every fourth weekly meeting will be considered as a monthly monitoring meeting in which each team member will have to fill up a format to show the achievement, learning and the next month's planning.

The Annual Evaluation/review will have two phases. One is a program review and the other is a self-evaluation. A District-wise evaluation (both components) will be done at the Head Office where all the senior members will be present. The team will be given the formats for both the components and a general meeting will be held to discuss the issues openly. It is compulsory to remain present during the annual review. This is an exercise to evaluate the overall performance and growth of Swadeep.

This evaluation/review will help the organization and senior executives to decide on new projects and new areas. New exposure visits and training workshops that appear necessary will be clubbed with this review so that the content of the training can be included in the next years planning. The annual evaluation will include:

- Programmatic evaluation
- Self Evaluation -Special Training/ workshops
- Next year's annual planning-programs, budgets



#### 4. GENDER POLICY:

Gender is increasingly seen as an essential social and cultural construct determining the ways in which social relations are structured between men and women. Gender is central of how societies assign roles, responsibilities, resources and rights between women and men. Allocation, distribution, utilization and control of resources are incumbent upon gender relations embedded in both ideology and practice.

Gender analysis does not merely focus on women but also look at the ways in which women and men interact with each other and the gendered nature of their roles, relations and control over resources. The Gender and Development (GAD) approach is concerned with the way power is structured in social relations that legitimize the subordination of women and its continuation. The gender equality goals evaporate with good policy intentions not being followed through in practice. Women are considered to be the losers of the gender system. Hence, women's needs and interests require a specific priority focus in practice and policy for development to be truly gender-just.

We at Swadeep believe and enforce *equality* at work. It is providing fair treatment for the individual, equal opportunity in terms of job opportunities, promotions training and other employee services. The organization has developed a gender policy which covers aspects of employment such as recruitment, working conditions, job evaluation, promotion procedures, hours of work, leave rules as well as other administrative aspects.

Swadeep strives for equal opportunities and space for women and men at Organization as well as the program level. It is sensitive to the inequities; especially from gender perspective, the prevailing stereotypes and the social conditioning of men and women through different units of the society. The focus, therefore, is not limited to the equal participation in the activities but also in decision-making.

There are several possible actions that Swadeep has taken to provide a fairer framework of working conditions for its women staff. The male staff is made sensitized towards the *special needs* of women at work. Organisation is sensitive towards the proactive-biological needs of the women and her reproductive role and strives to provide a warm and respectful working environment to our female staff. We have embedded gender sensitivity in organizational culture.

The gender policy at Swadeep includes certain aspects given bellow: These are the privileges and not the rights to anyone.

- To maintain the **gender balance** in the organization, Swadeep encourages and promotes employees (with a preference to women when equal in their performance to the male counterpart during screening) on the career ladders and in key managerial positions.
- Treating women equal to their male counterpart at work. Sharing of the work among the employees without discriminating on gender basis. The distribution of the work will be according to the skills of the person and not depending of the sex of the person.
- Enhancing training opportunities for potential (female) managers, co-coordinators, especially in such skills as leadership, assertiveness and time management.

- Providing EQUAL personal development opportunities in form of secondments, special projects and other opportunities to undertake new challenges and expended experience in managerial, leadership roles.
- Introducing career breaks for those who wish to take time out to focus on family responsibilities.
- Under special circumstances permitting flexible working hours keeping in mind her/his domestic and family responsibilities as well as the demands of the job. The concerned authority will sanction such permissions. The reporting officers will evaluate the need and recommend about it to the Area manager to sanction the flexibility in working hours.
- Encouraging job-sharing and team working with male counterparts by providing an environment where there is *sensitivity and respect* for opposite sex.
- If any *misconduct* is found in any of the male/female staff or any type of (mental/physical) *harassment* is done to the female staff by the male counterparts then it will be handled appropriately by the organization and as and when required, administrative action will be taken in such cases.
- To avoid any kind of misconduct among the staff each member has to undergo Gender Sensitization Training. This training facilitates to lessen the negativity towards the female staff the male staff is made sentient through group discussions and by sharing the information of Sex vs. Gender discrimination. Swadep provides a platform where the members can come with there problems and discuss them openly.
- Maternity leave will be of four and a half months (as per official rule) and then, if required, EL can be claimed (if in balance) and extended by Leave without pay.
- Paternity leave will be of 5 days.
- He will be allowed flexibility in time/leave when he has to attend to the child (when the mother/baby sitter is not around). This flexibility in time/leave will be allowed till the child completes his/her 6 months. After discussing/informing the Head Office (in written), the concerned authority can give such permissions.
- If he has to attend to the child on regular basis then he can take ELs (in balance) or can also avail the Leave without pay.
- She will have to inform the HO/DO about the planning for the child. This will help the organization in future planning and required additional staff.
- During pregnancy, the female staff will be given the **table task**, especially during first and the last trimester and/or advised by doctor. Her table will be shifted to the ground floor to avoid the physical strain. She will be kept separated from the more strenuous and stressful situations.
- She will be allowed to go for regular/emergency checkups as per the requirement (her health status) and advised by the doctor.
- She will be allowed to work on alternate days if the doctor has advised her for the rest. This can be possible only after producing the doctor's certificate. This facility will be given case by case.
- Attention will be given to sensitize other male counterparts for her special needs and avoid any kind of objectionable verbal/physical expressions towards her.
- Sensitively handling the issues like miscarriage/family planning operations (male/female), menstruation and considering them under other administrative rules (leaves, flexible timings etc.). In these cases the team has to support the individual in job sharing and **NOT** insisting them for field visits or late night meetings (especially for female staff).

- In case of Caesarean Section, the female staff will have to produce a fitness certificate to resume her field visits or she can be given less physical work to avoid any emergencies till she completely recovers.
- Allowing time flexibility for lactating mothers. She will be allowed to spend a *maximum* of two hours everyday during job hours with her child till 15 months from delivery. It is the responsibility of the concerned authority to plan the field visits, meetings, visits or other ongoing work by keeping this in mind.
- In case of child sickness, the parents will be allowed to leave early or come late for a maximum of two hours, consecutively for five days and thrice in a year as per the case. Sick leaves can be availed in case of serious illness of the child.
- During training if the child is accompanying the employee then the organisation will provide crèche facility for the child till the age for five. This facility will be available when the employee has no one to take care of the child at his/her place.
- Swadeep works in remote areas where buildings in most places generally have inadequate sanitation facilities, especially for women. It is committed to provide (preferably separate, wherever feasible) toilet facilities or construct one, there is no such facility available for the female staff i.e. Cluster Offices. These arrangements can be done by discussing the matter with the landlord and agreeing to suitable and appropriate conditions.
- The women staff will be provided with the office vehicles which are suitable to them. There will be no discrimination in the use of the office vehicle.
- The female staff will be encouraged to learn geared vehicles which are usually comfortable and suitable for long drives.
- When no vehicle is available in the office the staff (not the female staff only) will have to commute by the available transportation.
- There will always be a male staff member accompanying the female staff during night meetings in the fields.
- The female staff will be given preference to commute by four-wheeler during late evenings and they will be dropped to their door-steps.

These aspects require sensitivity and relatively simple practical changes to employment conditions and human resource policy. The most important thing in implementing this is the SENSITIVITY and CONSIDERATION in male staff towards their female counterparts.

To make it practical, Swadeep ensure that every member of the staff should go through the Gender Sensitivity Training. Such trainings are mandatory for everyone. As and when a new member joins Cohesion Family, he/she has to undergo this exercise just to enhance his/her sensitivity and understanding towards other team members belonging to opposite sex.

It is an exercise to change the attitudes of the staff members and providing them *equal opportunity* in the work place. It also aims to make the male staff realize the *potentials* of female colleagues and practice the best use of human resources.

## **5. DECISION MAKING AND PLANNING:**

### **5.1 Annual Trustee Meeting:**

Annual Meeting of the organization will be held every year. Along with the Chairperson, the Trustees and the Board of Directors will attend the meeting.

Proposals for memberships or resignations will be presented and decided on in this meeting.

The annual report, audited statement of accounts and auditors' report shall be made available at every annual meeting. The main purpose of this meeting is:

- Consideration of accounts, balance sheet and reports of the BOT and Auditors.
- The appointment of Trustees in place of those retired, resigned, or new members.
- The appointment of auditors and fixing their remuneration.
- Reviewing the growth of the organisation and giving directions for future interventions.

The Board of Trustees can call an emergency/extra-ordinary meeting as and when required. (i.e. emergency interventions, modifying the vision and mission of Swadeep etc.).

The Director or any active board member can call for such meetings when the role of the organisation has to be decided.

### **5.2 Project Implementation Unit Meeting:**

The CEO will chair this meeting once every month. The members of this unit at the Programme Office), including Program Manager/Program Coordinator, Field Coordinator from the blocks/fields will be there in the meeting. The main objectives are:

- Discuss actions to be taken on the decisions of the core team. Detailed planning and implementation strategies along with the budget will be scrutinized.
- Review and monitor the projects, programs and activities.
- Plan and decide on implementation of new programs.
- Identification of new program areas.
- Discussion and sharing of learning and achievements.
- Strategic planning to overcome project specific problems.
- To discuss about pending proposals and preparation of new proposals.
- To discuss additional centralized inputs/trainings/exposures required.
- Review of the staff position.
- Suggesting effective record keeping system and documentation.
- Networking and Linkages with other organizations.

### **5.3 Annual Evaluation:**

The Annual review is necessary to look at the *overall progress* in each sector. This gives an idea of the achieved milestones.

- New strategies, policies and expansion are planned.

- Training needs are to be assessed and responsibilities are allotted/accepted according to one's own interest area, expertise and organizational requirements.
- In-depth discussions and presentations of the progress in various sectors are special features of this meeting.

The future of any organisation, sector or project depends on a well-organized and well thought out evaluation. Each and every member has to participate during the evaluation. A few members of the Executive Committee may attend these sessions. Record keeping and documentation is a must during all the sessions.

#### **5.4 Project Team Meeting:**

These meetings will be done on a weekly basis. Each Community Mobilizer has to monitor his/her own activities and prepare a report depending on the monitoring, before coming for the cluster meeting. The purpose of this meeting is:

- To review the ongoing activities and identifying the focus areas.
- To impart information and inputs, to monitor the impact and effectiveness of completed activities, planning new interventions, implementation, budget, records, training and community involvement. • Feedback and suggestions must be given.
- Qualitative and quantitative achievements are to be presented by using various methods.
- The objectives of this meeting will also cover identification of the new areas and preparation for special events and visits.

<b>Type of Meeting</b>	<b>Participants</b>	<b>Frequency</b>
Annual Trustee Meeting	BOT	Once every year
PI Unit Meeting	Director, Program Manager/Program Coordinator/Accounts Officer	Once every month
Block or Field level Meeting	Field Coordinators, Block/field level workers, Accountant	Once every month
Annual Evaluation/Review	Team of Swadep	Once every year

All these meetings are designed to fulfill distinct purposes. The meetings will be coordinated by the reporting officers at different levels. The participant must take the decisions by keeping the best interest of Swadep in mind. If any of the team members question and demand clarity then the coordinator of the meeting will have to justify the validity of the decisions and their long-term effect.

## 6. EMOLUMENTS

### 6.1 Salary Structure:

The purpose of the salary package is to motivate staff, create a professional environment and help the organization to accomplish and maintain excellence in standards and target achievements.

Grade	Designation
I	Director
II	Program Manager/Officer/Coordinator, Finance Officer
III	Program Coordinator, Cluster Coordinators, Thematic Coordinators
IV	Accountants, Cashiers, Field Coordinators/Community Mobilizes,
V	Teacher
VI	Driver, Messengers

Category	New Basic	HRA (30%)	Medical	EPF (12%)	Other Allowance	Total
I	40459	12138	2500	4855		59952
II	25627	7689	2500	3075		38891
III	14991	4498	2250	1799		23538
IV	8117	2436	2250	974		13777
V	4370	1311	2000	524		8205
VI	2711	814	2000	325		5850

### 6.2 Annual Increment:

At least twelve months of employment with the organisation must have been completed for entitlement to the annual increment.

Efficiency Bars are the increment details as per the basics of different categories.

Annual increment will be added to the basic salary on the 1<sup>st</sup> May of each year. The first increment will be given after completion of one year (twelve months) to each new employee.

If the employee is working with Swadeep for less than 12 months on the 1<sup>st</sup> March (I.e. if he/she has joined after 30th November of the previous year) then he/she will not get the increment but will be eligible for it only after the completion of his/her one year with Swadeep. The employee will be entitled for the regular increments thereafter. S/he will be eligible for the regular increment if there is a gap of minimum six months between the two increments. (i.e. if the 12 months are completed in December, then the employee will not get the increment in the month of May that year but will be eligible for the increment of next years increment after the gap of 18 months.)

The annual increment on the basic is given in the scales mentioned above.

### 6.3 Communication Allowance:

Communication Allowance is given to the staff according to the given below table after join with CUG scheme for Communication:

Grade	Designation
I	500
II	300
III	200
IV	150
V	150
VI	100

### 6.4 Staff Development Allowance: -

Appreciating the need of self development, Rs. 1000 is allowed to each team member of all categories.

### 6.5 Reimbursement of Tour Expenses: -

The actual expense of lodging and boarding will be reimbursed for each official tour made by any of the team members. Rickshaw conveyance will be provided to visit any local area for categories I to IV and bus for categories V and VI. Higher means of conveyance will be allowed by reporting officer in case of either unavailability of the entitled means or in emergency situations. (Rickshaw conveyance will be provided in the case of unavailability of taxi, categories I to V.)

For official purposes, if any employee has to travel, he/she is eligible for allowance as per the categories below:

Category	Mode of Travel
I & II	Air, Ist AC rail, IInd AC or Ist Class
III & IV	Rail IInd III AC or Ist Class
V	Rail III AC (Ist Class) or Sleeper Class
VI	Sleeper Class Rail, Bus

Reimbursement will be done only after the submission of vouchers along with supporting documents (bills, statements etc.).

Standard hotel charges permissible are given below:

Category	Cities with 5 lakhs and Above population	Other Cities
VI	Rs. 500/-	Rs. 250/-
V	Rs. 500/-	Rs. 300/-
III & IV	Rs. 1000/-	Rs. 400/-
I & II	Rs. 2000/-	Rs. 1000/-

Hotel charges specified above are maximum/ceiling rates inclusive of service and taxes. They will be reimbursed to the extent of actual or the ceiling whichever is lower, on production of bills. From 12:00 AM (Night) to Next Day 12:00 AM (Night) i.e. 24 hours = 1day will be treated. Break Fast 20%, Lunch- 40%, Dinner -40%

### 6.6 Working Lunch: -

Reimbursement of the expenses will be done while out in the city due to office work. The refreshment charges can be claimed for the food intakes. The maximum expenses will be reimbursed are

<b>Category</b>	Metro cities, cities with population above 20 lakhs	small cities
<b>For any category</b>	Rs. 500/- per person	250/-per person

Reimbursement will be done only after the submission of vouchers along with supporting documents (There are two options for reimbursement, Actual Bill, Voucher Enclosed / Amount as determined category wise which will not require Bill.

## 7. RESOURCE MOBILITY:

### 7.1 Internal Resource Mobility:

#### 7.1.1 Promotion:

Promotion will be considered on the basis of merit-cum-seniority. It is not automatic and cannot be claimed as a matter of right. A clear vacancy in a higher position must exist. The employee must possess the required qualification, experience and eligibility for the higher position. The positions thus filled will be reviewed every year before giving increment. The posts at higher level needing specific managerial expertise will be filled through open vacancies.

The determinants of promotion are:

- Outstanding performance
- Competence for the job
- Disciplinary actions taken against him/her.
- Behavior and conduct
- Acquired expertise in certain areas

Promotion may or may not be linked to the Annual Review in Swadeep. The Executives can decide on promotion of any of the team members during review or as per the requirement. Regular promotion may be granted only after completion of at least *three years* of job as per the performance of the member. Circumstantial promotions (holding the charge of higher position) can be given as and when there is a vacancy or a special task to be completed. In this case the member will get a special allowance (10% or more as decided by the Director of the initial basic of the higher position) to fulfill certain responsibilities. Only Executives are entitled to take such decisions (designation, allowance, duration of the responsibility



allotted, and criteria for the selection etc.). After completion of the task, the person will again be shifted to his/her original status.

To fulfill a vacancy for higher position Swadeep can decide to hire new members or an in-house placement. A systematic selection procedure will have to be followed to promote any existing staff member. His/her commitment and time spent with Swadeep, experience, willingness to accept multiple responsibilities etc. will be considered to promote him/her to higher position.

### Hierarchy of Job:

Category	Designation	Qualification and Experience
I	Director /CEO/COO,	Ph D/ PG & 8 years exp.
II	Officers, Program Manager	PG & 4 years exp.
III	Program Coordinator/Field Coordinator/Thematic Coordinator	PG+1yr exp /Gr. or Dip Engr +3-year exp./ITI+ 5 yrs exp.
IV	C.M., Accountant, Off. Assistant	BRS/ MRS/ Gr./ Dip. & 1-year exp.
V	Gijubhai / Teacher	BA / PTC/ MA / Bed/
VI	Driver, Messenger	HSC (Driving license)

The table shows the qualification and experience essential for any of the posts. This provides a **guideline** for the promotion from one category to another. For internal promotion/placement relaxation can be allowed in case of educational qualification/experience required for any post. The suitability of the candidate will depend on his/her skills and experience and NOT just his/her educational qualification.

#### 7.1.2 Transfer:

Employees may be transferred within the project area, from one field office to another, or from field office to central office or vice versa, based on the need of the organization and also at the request of employee.

The final decision rests with the Director.

The employee will have to take a **No Object Certificate** from all the relevant departments/authorities area manager/unit in charge/finance and reporting officer before joining new field office.

#### 7.2 Resignation:

Two months notice or salary in lieu of such notice from either side in case of all the confirmed staffs must be given. For those under probation the period of notice is one-month. The concerned authority will initiate and co-ordinate the process. One copy of the resignation letter will be forwarded to the HO. The Director after discussing with the Senior Staff and evaluating the situation in the field may accept/reject the resignation or waive off the notice period.

The HO will issue an acceptance letter along with relieving order. This approval will be given by the Director.

### **7.3 Unsuccessful Probation:**

When an employee appointed under probation is evaluated as unsatisfactory, he/she shall be terminated as per the rules of the Swadeep.

In case of contractual employees, the contract may be renewed, looking at the performance and requirement of that employee in the organization. The CEO (after consulting with senior staff) will take such decisions and the employee will be informed about this in writing. This letter should contain the fresh contract with terms and conditions regularizing him/her as a full-time employee.

### **7.4 External Resource Mobility:**

Resource mobility is attracting and networking with the resources (internal or external), who contribute in the success of the organisation. External resources equally contribute in the growth and development of the organisation. They help the organisation in being more effective and self reliant.

Swadeep started working as a supporting agency which enabled it to have good professional relationships with many of the resources. These resources played an important role in increasing staff competencies, attracting grants/funds, effective implementation and image building.

Swadeep has thought of being self reliant (in terms of finance) in coming years and NOT fully depending on external resources for fulfilling the objectives. Swadeep has tentatively developed a policy to increase organisations revenue which includes:

- Taking up consultancies
- Strategies to increase organisation's **own** corpus.
- Introducing more sustainable and effective revenue models under various projects.
- Taking research-based projects.
- Trying to be more accurate in budget planning.
- Recruiting competent, committed and motivated staff with specialization.
- Increasing quality production and cost-effectiveness.
- Systematizing the physical, mental and financial expenditures in the organisation.
- Looking into more reliable and productive opportunities.
- Technically becoming more effective and streamlining the expertise.

Swadeep has decided to act upon these steps gradually. These steps will be modified as the organisation grows. But the team at Swadeep is quite motivated to be self reliant and independent and developing the specialization (technical and social) to attract the revenues under consultancies and research-based projects.

## **8. LEAVE RULES:**

### **8.1 Working Hours:**

All employees at the Head office shall attend the office from 9.00 to 6.00 PM with a lunch break of 45 minutes from 1.30 to 2.15 PM. On the HO will remain closed.

Project Managers, after consulting with the Project Manager, may decide office timings at the field offices, looking at the need of projects there. The *proposed* timing at the District Offices is from 9.00 am to 6.00 pm with 1-hour recess (from 1.00pm to 2.00pm) in between. The DOs will also remain closed for one weekend.

### **8.2 Leave:**

Leave can be availed only on prior approval of the sanctioning authority. Where prior approval is not possible, the sanctioning authority should be informed through reasonable means of communication about the absence from duty. The leaves may not be sanctioned if there is much work load.

Extension of leave, if required, should be obtained from the competent authority *before* the expiry of the approved leave period.

*Absence from duty without informing and without the approval of the sanctioning authority will be considered as leave without pay.*

### **8.3 Recall for duty:**

An employee who has been sanctioned leave should give an address at which she/he can be contacted while on leave. An employee on leave may be recalled to duty by the concerned authority if required by the organization.

### **8.4 Types of Leave:**

1. Public Holidays
2. Casual Leave
3. Maternity Leave
4. Paternity Leave
5. Compensatory Leave
6. Special Leave

#### **8.4.1 Public Holidays:**

All employees are entitled for *a weekly off day*. The weekly off day can be decided with the consent and approval of the concerned authority i.e. Area Managers in the field offices and CEO at Head Office.

The office of Swadep will remain closed on *10 days* during the calendar year, which are national or public holidays. Offices are individually empowered to declare the list of these holidays in consultation with the Senior Executives or her/his representative. The list must contain *3 declared holidays* i.e. Independence Day,

Republic Day and Mahatma Gandhi's Birth Anniversary. Out of these 10 holidays, each individual employee may further choose, with the prior intimation to the concerned authority, *2 optional (RH) holidays* from the list declared by Govt.

*An employee may be having to attend the office on holidays or after office hours if it is required by the organization and at the request of the concerned authority.*

#### **8.4.2 Casual Leave:**

An employee shall be eligible up to **24 days** of CL on full emoluments in a calendar year.

#### **8.4.3 Maternity Leave:**

All female Staff shall be eligible for maternity leave, limited to four and a half **months** each for up to **two live births** during the entire service period.

If the employee wants to extend her leave for a few months she may claim her accumulated ELs. Any leave granted beyond this will be counted as leave without pay.

She may also take an unpaid break from work, or work as a part time employee for a few months in special cases. In case of the latter the salary will be calculated as per the rules of the organisation.

#### **8.4.4 Paternity Leave:**

**5 days PL** may be availed by male employees to share the parenting responsibilities with their pregnant or newly delivered wife. This may be availed up to twice in the entire service period.

PL may be availed only in one block, beginning either just prior to or immediately after delivery.

He will be allowed flexibility in time/leave when he has to attend to the child (when the mother/baby sitter is not around). This flexibility in time/leave will be allowed till the child completes his/her 6 months. After discussing/informing the Head Office (in written), the concerned authority can give such permissions.

If he has to attend to the child on regular basis then he can take ELs (in balance) or can also avail the Leave without pay.

#### **8.4.5 Compensatory Leave:**

Employees who are required to report on duty on holidays will be given a proportionate compensatory off day.

Only the sanctioning authority can grant the credit of the Comp. Off (in the form of a weekend). The written permission/order by the reporting officer, for working on the holiday is a *must*. The employee will have to fill up the compensatory leave form for availing the benefit of this facility.

Comp. off should be availed *within 10 days of having worked on the holiday*. Failure to do so will result in the lapse of the benefit. Compensatory leave can neither be clubbed with any other leave nor accumulated.

The employee can claim this off day in between the working days only. (i.e. working day-compensatory off-working day).

#### **8.4.6 Special Leave:**

Employees will be entitled to avail of Special leave of maximum **7 days** in case of serious injury on duty or during office work.

**5 days** additional sick leaves can be availed in case of hospitalization for any kind of disease.

Only the CEO (as a sanctioning authority) can grant these leaves.

These leaves can be clubbed with weekends and sick leave in the case of injury/hospitalization. These leaves lapse at the end of each calendar year and cannot be encashed.

The employee can get the benefits of Group Insurance for hospitalization or accident.

## **9. ORGANISATIONAL DISCIPLINE:**

Organisational discipline means working by pre-determined rules, regulations and the code of conduct of the organization. The purpose of discipline is to regulate the behaviour of the employees.

The organisation endeavors to create a climate such that employees would be self disciplined rather than imposing rules on them. But if this does not take place, and employees show indiscipline, the reporting officers at any level can take decisions in the best interest of the organisation to stop such practices. If the charges are very serious (any kind of criminal activity, violation of ethical or moral values, theft or involvement with any kind of extremist group are considered to be serious offences) and affect the image of the organisation then the Director and senior staff will look into this matter. They can take a strong stand and may decide on any kind of penalty or punishment.

#### **Following will be considered as indiscipline on the part of employee:**

- Theft or dishonesty in connection with Swadeep activities or property.
- Willful damage to or loss of Swadeep goods or property
- Taking or giving bribes or any illegal gratification.
- Riotous or disorderly behavior during working hours at Swadeep or any subversive act of discipline.
- Habitual absence without leave approval.
- Habitual neglect of work.
- Any other act or behavior of an employee, which will hinder the achievement of the set organizational goals.

Due opportunity would be given to the employee to explain and put forth his/her point in support of the conduct, after which concerned authority, in consultation with higher authorities, will take appropriate action.

The authority who appoints an employee may suspend, discharge, dismiss or penalize him/her for the misconduct or for breach of these terms or conditions.

## **10. OTHER BENEFITS:**

### **10.1 Provident Fund:**

The employees are eligible for the contributory provident fund which is 12 % of the Basic and Swadeep will contribute 13.61% in turn.

The bifurcation of the 13.61% is: -

Family Pension Scheme:	8.33%
Contributory Provident Fund:	3.67%
Employee's Deposit Link Insurance:	1.50%
Administrative Cost:	0.11%

This amount will be deducted from the employee's salary every month and will be deposited to the office of the Provident Fund Commissioner along with the contribution from Swadeep.

An employee can transfer the PF from one organization to other and can also withdraw the same after two months of his departure from the organization. The forms will be available from the HO. For getting clearance of the PF account the employee has to clear all the dues when he leaves the organization. The changes in PF rules are subjected to Government Policies.

### **10.2 Medical Insurance:**

All the employees of the organization are covered under group insurance. The insurance company reimburses the medical expenses on the production of actual bills and prescriptions.

When an employee is hospitalized or meets with an accident, the concerned authorities should be informed along with the leave application. The HO also must be informed about it by the field office.

The claim form of the insurance company is to be filled up for reimbursement of the expenses after release from the hospital. Relevant documents should support the claim form. Prescription of the doctor, medical bills, laboratory expenses or cash receipts etc. should be attached to the form. If the company needs any explanation of the expense made, the employee will have to clarify the doubts.

## 11. DELEGATION OF POWERS:

### 11.1 To delegate powers to subordinates:

The Director, in case of his absence or other wise	Delegates powers to the -if the Director is to remain absent for longer time, then this will be done through official procedures.  The appointed Executive will fulfill the role /responsibility of the Director.
In all other layers	The responsibility will be transferred to the next reporting officer.

### 11.2 Purchase:

Swadeep follows a proper method to make any kind of purchase whether it is for the community or the organization. To buy any equipment/material there is a purchase committee. which takes the final decision in this direction. It follows few steps before finalizing the purchase order:

- Inviting the quotations.
- Analyzing the quantitative and qualitative aspects and durability.
- Justifying the productivity as per the project requirements.
- Finalizing/placing purchase order and monitoring the delivery of the materials.
- Delegating the responsibility to record.
- Monitoring/reviewing the cost-effectiveness and satisfactory service deliveries.
- Requirement approved budget for different projects and action plan.

These steps are essential to make any kind of purchase at Swadeep.

### Program/ Project / Activity related purchases:

Purchase/sanction of materials/ job work for programs at Block/ District/HO.	<ul style="list-style-type: none"> <li>• Such expenses will be subject to the funds approved for different projects.</li> <li>• The PC/PM, can spent up to Rs. 50,000 for a single item of educational material. raw material/labor job work or other related items as par project need.</li> <li>• The PM, Coordinators at Field/ HO should be informed regularly about such expenses.</li> <li>• The PC, Pedagogy Coordinators have a limit of Rs. 15,000 for a single labor job work or purchase of material.</li> <li>• If the expense is more than the limit of the</li> </ul>
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	PC, PM, will ask for written permission from the PM. In case of emergency, he/she will seek such permission through other communication media (Telephone etc.).
Such expenses will be subject to the funds approved for different projects. Such expenses are subject to the availability of funds from various projects.	

### **Immovable property or asset**

At Head Office	<ul style="list-style-type: none"> <li>• If any immovable property or asset is to be purchased it will be done only after consulting with the Director.</li> <li>• The Finance officer (investment) has a limit of Rs. 20,000 for a single purchase.</li> <li>• Other members at HO can make investment as per the project budgets submitted to the finance dept. and sanctioned by it.</li> </ul>
At Block/Field Offices	<ul style="list-style-type: none"> <li>• Field Coordinator can purchase office equipment up to the limit of Rs.10, 000.</li> <li>• He/she will have to inform his/her reporting officer at HO and justify the need of the assets.</li> <li>• If the expense is more than the limit of the PC, PM, will ask for written permission from the PM. In case of emergency, he/she will seek such permission through other communication media (Telephone etc.).</li> </ul>

### **11.3 Repairs and maintenance:**

At Head Office	<ul style="list-style-type: none"> <li>• The sanctioning authority for repair and maintenance expenses of office equipment's and other facilities will be the finance officer (administration).</li> <li>• He/she has the authority to sanction payment of bill up to Rs. 5,000 for office equipment and Rs. 10,000 for office vehicles (a single transaction in both the cases).</li> <li>• In both the cases he/she will inform the next reporting officer.</li> </ul>
	<ul style="list-style-type: none"> <li>• Manager has a limit of Rs. 5,000 for the repair or maintenance of office equipment</li> </ul>



At Block/Field Office	<ul style="list-style-type: none"> <li>• Cluster Coordinator can spend Up to Rs. 3,000 for repairing</li> <li>• Community Mobilizer has a limit of Rs. 1000 for repairing of two-wheelers.</li> <li>• If the expense is more than the limit of the PC, PM, will ask for written permission from the PM. In case of emergency, he/she will seek such permission through other communication media (Telephone etc.).</li> </ul>
<p>Estimates should be obtained from the other party before procuring the services. Such expenses are subject to the availability of funds from various projects.</p>	

#### 11.4 Purchase of books:

At Head Office	<ul style="list-style-type: none"> <li>• Managers and officers have a limit of Rs.1,000 as onetime expense and jointly Rs. 2,000 annually.</li> <li>• Special sanction, to obtain from the Director when setting up an office library.</li> <li>• The books and magazines should be related/beneficial to the activities of Swadeep.</li> </ul>
At Block/Field Office	<ul style="list-style-type: none"> <li>• Manager Coordinators may make a purchase up to Rs. 1000 each and jointly up to Rs 2000 in a year when the team is consisted of more than 20 members.</li> <li>• When the team has less than 20 members the joint purchase will limit to Rs. 3000.</li> <li>• If the expense is more than the limit of the PC, AM, will ask for written permission from the PM. In case of emergency, he/she will seek such permission through other communication media (Telephone etc.).</li> </ul>
<p>The books and magazines should be related/ beneficial to the activities of Swadeep.</p>	

## **13. Organisations Financial Policy:**

Swadeep has its own financial policy and it acts according to the decided discipline. As the organization works in different field areas as well as even outside the Gujarat State, It is very important for the staff to follow the financial discipline to maintain transparency and accountability towards the organization.

### **12.01 Accounting Policy:**

- The accounts are prepared on historical cost basis
- All the income and expenditure are recognized and accounted for on actual basis except in case of grant.
- Fixed Assets are shown at their cost of acquisition.
- Depreciation on fixed assets has been provided as per written down value at the rates prescribed in income tax rules.
- Grants received for the purposes of rehabilitation work relating to natural calamities are credited to Income and Expenditure Account.
- Accounting policies not specially referred to are consistent with generally accepted accounting practices.

### **12.02 Planning and Budgeting:**

- Every year the organization makes its own plan and budget it.
- This is done according to the branches of the organisation.
- Administration costs and programmatic costs are defined separately.
- According to the different projects, the planning and budgeting is done.
- Review is done on the ongoing basis.

### **12.03 Accounting Systems:**

- Centralized accounting system is maintained in the organization
- Computerized accounting system is maintained in Tally
- FC and non-FC companies are maintained separately in Tally.
- The organization will maintain the files of last 8 years (physical records).
- The organization will take back up on external hard disk the tally accounts which are maintained.
- We booked the cost on pro-rata basis based on the sanctioned budget of each project.
- Organization has centralized accounts and hence field offices have to send the vouchers on monthly basis. In head office, data entry will be done according to different donors.
- The finance person will visit the field on quarterly basis
- Insurance of all the assets of the organization are taken
- Staff accidental insurance are taken by the organisation

#### **12.04 Internal Control:**

- Vouching shall be done properly and in detail i.e. voucher, date, project name, amount, debit head, credit head, signatures, revenue tickets, detailed narration, paid stamp etc.
- Original bill and invoice should be taken by the staff for any expenses incurred. In case the bill is not available, detailed voucher should be prepared.
- In the food bill, the staff names and their signatures are compulsory.
- Cash management – any payment above Rs. 10000 cannot be done by cash. It has to be done by Account Payee cheque compulsory.
- Where there is no accountant in the field office any payment above Rs. 5000 will be done by the head office.
- Advance Settlement – the staff can take advance from office but after submitting the advance settlement only another advance will be given.
- The staff has to settle the advance within a week after the tour is done.
- Any event which has happened in the field, the account settlement should be done along with the participant's list and their signatures accompanied with a short report.
- There should be more than one authorized signatory in bank account.
- Monthly basis bank reconciliation should be done.
- Physical cash verification has to be done with cash book.
- Insurance for cash in hand and cash in transaction should be maintained.
- Handover and take over system of cash.
- Closing of de-functioned accounts on regular basis
- Maximum payment will be paid by account payee cheques only
- Passbooks should be update on regular basis.
- No advance cheques can be signed by authorized signatory.
- FC and non-FC separate bank accounts will be maintained by the organization.
- Unused cheques should be kept in custody.
- Grants, local donation or contribution receipts will be kept authorized.
- Over writing on the bills will not be permitted.
- Financial Staff has the authority to visit any field office of Swadep without any prior permission
- Submitting of Boarding Pass after the air travel is compulsory.
- Physical verification of assets has to be done.

#### **12.05 Legal and Statutory Compliances:**

- The organization is registered under Provident Fund so it maintains the PF account on monthly basis
- Professional Tax is deducted on regular basis and deposited to the concerned authority
- TDS is deducted for the consultants, contractor or the salary person as per the rules of the Income Tax department.
- TDS returns are filed on quarterly basis.

- Statutory audit is done every year and sent to concerned authority.
- FCRA returns are also filed separately and the copy is sent to the concerned authority

#### 12.06 Organisation will not tolerate the given points:

- Theft or dishonesty in connection with swadep Shikshan vikas sanstha activities or property.
- Willful damage to or loss of swadep goods or property.
- Taking or giving bribes or any illegal gratification.

**“For Project based appointment, the terms and condition will be applicable as per budgets and other provision approved by concerned donor. In that case, some of the terms and condition mentioned earlier will not be applicable”**

#### 14. Other Policy’s

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#### 14.01 PREVENTION OF SEXUAL HARRASSMENT POLICY

##### I. Introduction

According to the Protection of Human Right Act, 1993 "human rights" means the rights relating to life, liberty, equality and dignity of the individual guaranteed by the Constitution or embodied in the International Covenants and enforceable by courts in India. It is necessary and expedient for employers in work places as well as other responsible persons or institutions to observe certain guidelines to ensure the prevention of sexual harassment of women as to live with dignity is a human right guaranteed by our constitution.

It has also been laid down by the Supreme Court that it is the duty of the employer or other responsible persons in work places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required. The protection against sexual harassment of women bill, 2005 would ensure that all Public Sector bodies and any establishment as per the Industrial Disputes Act, 1947 would need to have a sexual harassment policy in place.

##### About Swadep

Swadep is an organization set up in 2005 by a team of professionals, most of who are alumni from leading institutes of Gujarat like the Gujarat vidhyapith, Lokbharti – Sanosara, etc. This group came forward to form a multi-disciplinary team after having acquired grassroots and other levels of experience in different facets of development. The experience of the group includes areas such as community organization; project management including planning, monitoring & evaluation; designing & maintenance of Impact Assessment and capacity building, democratization of development & empowerment processes; advocacy works etc.

There needs to be a clear recognition that sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by SWADEEP. SWADEEP takes allegations of sexual harassment seriously, and will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, prompt and appropriate corrective action as is necessary, including disciplinary action, will be taken.

This policy shall extend to all staff of SWADEEP. For the purposes of this Policy: “*Staff*” shall mean any person employed by SWADEEP whether full-time, part-time, temporary, voluntary, seconded, contracted or casual and also researchers, consultants and trainees.

### **What Constitutes Sexual Harassment**

Sexual Harassment is any unwelcome sexual advance, request for sexual favor or other verbal, non-verbal or physical conduct of a sexual nature which:

- unreasonably interferes with work;
- is made a condition of employment; or
- creates an intimidating, hostile or offensive work environment

Sexual Harassment includes...

### **Verbal Harassment:**

- unwelcome pressure for sexual activity or dates
- insults, intimidation or ridicule because of the person’s sex,
- appearance or dress
- comment on an individual's body, comment about an individual's
- sexual activity, deficiencies, or prowess
- lewd, suggestive or over familiar remarks
- propositions that granting sexual favors could advance the persons
- career or refusal impede it
- threats or punishment for non-cooperation
- sexual epithets, jokes, written or oral references to sexual conduct
- Gossip regarding one's sex/very personal life.

### **Non - Verbal Harassment:**

- basing decisions affecting a person’s selection, development, grading or salary on their willingness or refusal to grant sexual favors
- Display or circulation of sexually suggestive material, objects, pictures, cartoons, displaying body parts.
- Leering, whistling, sexually suggestive gestures.

### **Physical Harassment:**

- unnecessary touching, patting, pinching, brushing up against the person’s body
- unwelcome kissing, cuddling and hugging
- Physical abuse.

Any such behavior that creates an environment that is intimidating, hostile, or offensive for members of one sex, and thus interferes with a person's ability to work. Harassment is not always a directed act. Deliberately creating a hostile or humiliating working environment in a manner that is sexually discriminatory will also be considered sexual harassment.

Where any of these acts is committed in circumstances where the woman/man has reasonable grounds to believe that her/his objection would disadvantage her/his in connection with her/his employment or work including recruiting or promotion or when it creates a hostile work environment it constitutes sexual harassment.

Direct or implied requests by any staff for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment also constitutes sexual harassment.

Other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to staff may also constitute sexual harassment.

### **Preventive Action**

Generally speaking, even in case an organization has a policy in place, complaints of such nature is not registered due to their sensitive nature. Victims do not complain; due to lack of knowledge on their rights and the stand on the management regarding the issue. Most people don't complain because they believe;

- if I ignore it will stop
- I am the only one to whom it is happening
- no-one will believe me
- the complaint won't be taken seriously
- management will side with the perpetrator
- complaining will be too stressful
- I may be in some way to blame
- I will be labeled as a trouble maker
- the harassment may get worse
- I don't know how, or who to complain to
- no action will be taken if I do complain.

It is essential thus, that a proper awareness drive is taken up to increase awareness on the issue as also on organization's policy.

Under these circumstances a victim has to lodge a complaint oral or written TO the committee within 30 working days. A committee has formed which have one member from outside of the organization and having experience of working on women's issues. The committee is formed in accordance with the Act.

Based on report given by the member, further action will be taken within 15 working days. If there is truth to the allegation of improper behavior, concerned staff (male and female) will be punished proportionately, and in case there is not, then staff making the allegation will be given suitable punishment. Those punishments could be

- Warning and fines with public and written apology to the person concern.
- One month leave without pay
- No performance incentive for one year,
- No eligible for any reorganization\ growth for two years
- Termination of person

Punishment depends on the seriousness of the case. Sexual harassment includes harassment done by staff with villagers and student, intern also.

### **Creating a conducive environment:**

Most important to the above would be working towards promoting a conducive environment wherein, both men and women feel free to work together and yet resist any act of sexual harassment. SWADEEP shall take the following steps to ensure this.

1. Conduct or cause to carry out in-house gender training on sexual harassment and addressing complaints to *staff* as well as members of the sexual harassment complaint and counseling committee.
2. Ensuring that sexual harassment as an issue is raised and discussed at meetings from time to time.
3. Clear setting of consequences to new comers- Firstly for the victim as to what is her rights regarding redressal and psychological adjustment. Also, for the offender as to what kind of disciplinary action will be taken within the organization as also to the legal consequences of the act. It also has to be made clear that in sexual harassment cases the onus of proving not guilty lies on the offender and not on the victim. Any new recruit to SWADEEP should undergo a session on this issue by the member of the SHCCC.

### **Sexual Harassment Complaints & Counseling Committee (SHCCC):**

There is a legal need to constitute a Complaints Committee as specified in the judgment of the Supreme Court, but we plan to focus also on a Counseling Committee. The Committee would be headed by a woman and not less than half of its members should be women. To prevent the possibility of any undue pressure or influence from senior levels in case of a complaint SWADEEP will also involve a third party a consultant who is familiar with gender issues.

It will be ensured that this committee consists of members who cannot be considered prejudicial and have little or no relationship to the accused. The committee has the power to summon people involved in the case or whoever can provide information. However, the committee can reach a decision *in absentia* if the accused refuses to comply. After having considered the case further action is recommended within a stipulated time.

### **Lodging a complaint: Whom do you approach?**

Any person aggrieved shall prefer a complaint before the Complaints Committee at the earliest point of time and in any case within 30 days from the date of occurrence of the alleged incident.

Complaints can be made verbally, through email, or in a letter to any member of the Sexual Harassment Complaints and Counseling Committee (SHCCC). Even if it is done verbally initially, it is always preferable to have the complaint in writing. SWADEEP has already formed a complain committee and names of the committee members are given below.

1. Brinda Bhatt - Committee member
2. Raju Bhai Chavada - Committee member
3. Neetaben Tadavi – External Committee member

### **Safeguards to those making complaints**

SHCCC guarantees anonymity of complainants and all persons involved. All complaints will be dealt with equal seriousness irrespective of the positions held by the persons involved. In view of the complicated nature of sexual harassment, complaints will be considered even when it is difficult or impossible to provide concrete evidence.

According to the guidelines of the Supreme Court the accused is considered guilty until proven innocent. Thus, the onus of proving innocence lies upon the accused and not the person lodging the complaint. Any

complaint also has to be addressed within the stipulated time of a year and is not allowed to continue indefinitely.

## **14.02. CHILD PROTECTION POLICY**

### **An Overview**

SWADEEP is a registered NGO founded in 2005. In the last seventeen years of its foundation, Cohesion has grown as a grassroots organization committed to striving for a world in which people and the natural environment are in harmony with each other, a world in which people, men and women, are in harmony with each other, a world in which all have enough to meet their genuine emotional and physical needs, and a world in which the diversity of humankind is celebrated.

Realizing that education has not only implications on livelihood activities, but also in the overall development of human being, Swadeep has been implementing education programmer for children of migrant communities since the year 2011. Swadeep strongly believes that all children have equal rights and should get opportunities without any discrimination. So, each child who does not have access to education and equal opportunities and are neglected, abused or exploited are representation of crimes and violation of our constitution. Swadeep, through its programmers, envisages institutionalizing lasting changes in the quality of life of deprived children through early child development interventions and by enabling deprived children, their families and their communities to meet their basic needs and to increase their capacities. We strongly believe that child development interventions can help reduce societal inequalities rooted in poverty by helping to provide young children from disadvantaged backgrounds with a more equitable start in life and a foundation for further growth, this is especially important for those living in rural and urban marginal areas.

Various strategies have been adopted to reach out to the above target group, such as through residential hostels for children from migrant families, learning support for children in rural areas, support schools for children who migrate with their parents and early child education interventions. Swadeep over the years has worked with children in high migration and other villages and realizes that children are vulnerable to abuse/exploitation by the children themselves and also from adults. In an effort to ensuring protection to children from any kind of abuse, Swadeep has tried to create a child friendly environment within its programmes, especially for children with occasional family contact.

Learning from its experiences of working with children Swadeep felt the need to have a concrete child care and protection policy in place as it looks to reach out to children in other vulnerable geographies. The document draws from child care best practices from other organizations and policies.

Swadeep believes that working with children, it has an important responsibility to protect children within its care. This necessitates that Swadeep is equipped with necessary information, standardized behaviour guidelines and knowledge to give the child support, guidance and help needed at any particular time, keeping in mind the best interests of the child. The document is intended to give Swadeep staff members clear guidelines on how to handle various situations and continually ensure a friendly environment for children.

### **Definitions**

**Child:** Any person under the age of eighteen (18) years as defined by the Convention on the Rights of the Child.

**Child protection:** Child protection is a broad term to describe philosophies, policies, standards, guidelines and procedures to protect children from both intentional and unintentional harm. In the current context, it applies particularly to the duty of organizations- and individuals associated with the organizations- towards children in their care.



**Child rights:** Children have the “right to life, survival and development” where development encompasses physical, emotional, cognitive, social and cultural development.

**Child abuse:** ‘Child abuse’ or ‘maltreatment’ constitutes ‘all forms of physical and/or emotional ill treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation, resulting in actual or potential harm to the child’s health, survival, development or dignity in the context of a relationship of responsibility, trust or power.’(WHO,1999)

**Physical abuse:** Physical abuse of a child is that which results in actual or potential physical harm from an interaction or lack of interaction, which is reasonably within the control of a parent or person in a position of responsibility, power or trust. There may be single or repeated incidents (WHO, 1999).

**Emotional abuse:** Emotional abuse includes the failure to provide a developmentally appropriate, supportive environment, so that the child can develop emotional and social competencies commensurate with her or his personal potential, and in the context the society in which the child dwells (WHO 1999).

**Sexual abuse:** Child sexual abuse is the involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to , or for which the child is not developmentally prepared and cannot give consent or, that violates the laws or special taboos of society.

**Child protection incident:**

- Any incident or act that causes harm to a child or has the potential to cause harm, as defined in Swadeep’s child care policy.
- Any breach of the Swadeep child care policy which puts children in direct risk of harm.

**Responsibilities of SWADEEP staff**

Swadeep follows a zero-tolerance policy towards child protection concerns and issues. In this light it is important for Swadeep staff to own the child protection guidelines, as defined in this document and ensure that the same adhered to in the organization by other staff members as well as outsiders. It is a **mandatory requirement** of all Swadeep staff members to immediately report any child protection concerns they have in accordance with guidelines. Failure to do so may result in significant emotional and/or physical damage to the child and will be considered dereliction of duty by Swadeep staff member(s). It is important that you ask your line manager for a copy of the child protection policy. Responsibilities for Swadeep staff members are as follows-

1. Always make sure the child is safe. Address any immediate health and welfare needs of the child.
2. Report any child protection concerns they have in accordance with applicable local office procedures. A report may be made to the relevant director (Country, Regional, National, IH) depending on the location of the abuse, or your line manager or designated Child Protection Focal Point immediately (but within 24 hours maximum).
3. An allegation of child abuse is a serious issue. In following the Child Protection Policy and local procedures, it is essential that all parties maintain confidentiality. You should share information purely on a need-to-know basis. In addition, unless abuse has actually been proved to have occurred, you must always refer to “alleged abuse”.
4. Cooperate fully in any investigation of concerns and allegations.
5. All Plan offices should have procedures in place related to reporting and responding to child protection issues. These should also be available in the local languages and the Staff should be oriented and conversant with the same. Ask the Child Protection Focal Point in your office for a copy of the local procedures.
6. If you are uncertain of what to do, you can speak to your senior manager.
7. It is the responsibility of the senior management to make available the child protection policy to all employees, interns and visitors.

## Reporting Procedures

These are non-negotiables to be followed for reporting and reacting to witnessed, suspected or alleged child abuse and/or violation of the Child Protection Policy.

- 1- Allegation of abuse must be reported to team leader or supervisor immediately after abuse or concerns of abuse take place.
- 2- This has to be done through phone (if very urgent) and followed in a document (reporting format) which has to be filled up by typing.
- 3- Dialogue with concerned abused child to ensure he/she feels protected and safe and to understand the depth of allegation and its extent.
- 4- In case of an allegation by a named individual from a verifiable source, the accused will not be allowed to come in direct contact with children.
- 5- If needed Swadeep will form an independent committee of external people to look into child protection issues that the organization is unable to justifiably address internally or if there is a conflict of interest with people in the organization who are supposed to address the issue.

Incident	Action	Why you should report
<p><b>Child abuse committed by a Swadeep staff member</b> Accusation, suspicion, report of any form of child abuse by any Swadeep staff member inside or outside of working hours</p>	<p><b>The incident should be reported to immediate senior authority. If someone from senior management is being accused, the complaint should be registered with organization head. In case of a deadlock, the issue should be taken to an independent committee that is specifically constituted to look into child protection matters</b></p>	<p>To ensure that Swadeep takes necessary steps to prevent further abuse against the child or other children.</p>
<p><b>An incident involving the breach or related concern of Swadeep CP policies or procedures by an Swadeep staff member</b></p> <ul style="list-style-type: none"> <li>▪ A breach of the Swadeep Child Protection policy</li> <li>▪ Staff member refuses to sign Swadeep Child Protection policy</li> </ul>	<p>The breach should be reported to the senior management. If necessary, steps are not taken in time to address the concerns, the breach should be brought to the notice of the organization head. Any member not willing to sign the policy should be contacted to understand the reasons for his/her action. It is mandatory that everyone who works for Swadeep follows the policy.</p>	<p>To ensure that Swadeep takes all necessary steps to fulfil its commitment to protect children from abuse.</p>
<p><b>A child protection incident that is committed by someone other than a Swadeep staff member.</b> If a Swadeep staff member is made aware or witnesses physical, sexual, emotional abuse or the gross neglect of a child in the communities or in the course of our work.</p>	<p>The incident should be reported to senior management and with their help brought to the notice of parents of the concerned child or village elders. In case the incident involves a Swadeep visitor/guest, he/she should be asked to cease any contact with the child. In such cases the incident should be formally reported to the seniors/organization of the concerned person</p>	<p>To ensure that local level action is taken to ensure the safety and protection of any child who is being abused.</p>

## **Policy framework**

Swadeep understands that concerns related to child protection cannot be addressed sufficiently until appropriate provisions are made in HR policies and practices. In line with this thought, Swadeep endeavours to follow strictest recruitment and training practices that will promote the principles laid down in the child protection policy.

### ***Recruitment***

All employees, trustees, contractors, suppliers, interns and volunteers (paid or unpaid, full time or part time, temporary or long-term) having direct or indirect contact with children have to face a thorough and standardized recruitment and interview process. Will have to sign a statement of commitment to the organization's CPP.

### ***Induction and training***

There has to be opportunities within the organization to develop and maintain the necessary skills and understanding, to safeguard children.

- A full day orientation on Child Protection issues for all new recruits (contractual/paid staff, trainee and community volunteers etc.) to be given within 1-month of joining with a copy of the policy for reference.
- Orientation of all existing staff on Child Protection policies and procedures within 30 days after the CPP comes into force.
- Half day refresher training for personnel every 1 year, to remind them of procedures and update on new developments.
- Orientation of children on all relevant aspects of CPP within 2/5 days of their arrival and refresher courses every 3 months.
- Orientation of donors and visitors on behaviour and communication protocols before interaction with children
- One pager on behaviour protocols to be displayed on notice boards of all units.

### ***Behaviour protocols***

These protocols will ensure that all personnel understand and abide by behaviors which will help in creating a child safe environment where children's physical and mental integrity / space / privacy are respected.

### **Appropriate behaviour towards children**

- Respect the dignity of each child.
- Consider each child as unique individual with specific characteristics and needs and thus accept each child with all the good and bad things with in him/her.
- Observe attitude of children with patience and understand them within the local context in which they live.
- Be empathetic rather than sympathetic towards children.
- Views of children to be listened, valued and taken seriously with objectivity.
- Encourage to express their feelings as well as participate indecisions, which affect them at the same time ensuring confidentiality.
- Work with children in ways that enhance their inherent capacities and capabilities and develop their potential.
- Act on children's concern/problems immediately.

- Appreciate their good efforts and performances since it would be rewarding and reinforcing for further development.
- As far as possible, work with children in a place within the view of others.
- 

## **Standards and Procedures**

As Swadeep's work with children is actualized through interventions like residential hostels, early child care facilities and learning classes it is important that there are clear standards and procedures to ensure safety of children in such environments.

A child in a hostel or classroom is vulnerable to physical, sexual or emotional abuse and / or neglect. If there are lapses in the care provided for them, the child can suffer to such a degree that it constitutes significant harm. These standards and procedures, if followed thoroughly, will ensure that children who are part of Swadeep's programs have a safe and secure experience.

It is the responsibility of all Swadeep staff members to ensure these standards are met. For program specific standards/procedures, the Program Managers have the responsibility to ensure adherence of their team as well as any other infrastructure need to fulfil these standards. The senior management of Swadeep should ensure that each team, regional office, center etc. is fully aware and has all the means to achieve these standards.

### ***Hostel standards***

#### **Infrastructure**

1. Drinking water is available in all boarding houses at all reasonable times.
2. Boarders know emergency evacuation procedures from sleeping and living areas in each boarding house.
3. Fire drills are regularly (at least once per term) carried out in 'boarding time'.
4. Emergency lighting, fire alarms and firefighting equipment are regularly tested, and this is detailed in the appropriate records.
5. Boarding houses (including dormitories and living areas) and other accommodation provided for boarders should be appropriately lit and ventilated, suitably furnished, accessible to any boarders with disabilities, and adequately maintained.
6. The organization of boarding houses or units should operate satisfactorily and provide appropriate protection and separation of boarders by age and gender.
7. Boarding accommodation is reserved for the use of those boarders designated to use it, and protected from access by the public.
  - a. Suitable and adequate security measures are in place to prevent unauthorized access by the public to boarding houses
8. Bedding is clean and suitable for the age of boarders, and is sufficiently warming winter.
9. Suitable facilities for both organised and private study are available to boarders.
10. Adequate toilet and washing facilities are readily accessible to boarders, with appropriate privacy.
11. Boarders have access to a range and choice of safe recreational areas, both indoors and outdoors.
12. Indoor and outdoor areas used by, or accessible to, boarders should be free from reasonably avoidable safety hazards.
  - a. Sleeping, living and recreational areas, indoors and in the school grounds, are free of significant hazards to boarder safety (e.g. trailing flexes, overloaded sockets, unguarded heaters).

13. Boarders know which areas and activities are out of bounds.
14. Suitable accommodation should be available for the separate care of boarders who are ill.
  - a. Boarders who are ill at school can be cared for satisfactorily and separately from other boarders where necessary, within boarding, sick bay or sanatorium accommodation.

### **Health, Food and hygiene**

1. Appropriate first aid and minor illness treatment are available to boarders at all times, with access to medical, dental and optical services as required.
2. Boarders who are ill should be regularly checked and adequately looked after by a member of staff, and be able to summon staff assistance readily and rapidly when necessary.
3. Significant health and personal problems of individual boarders should be identified and managed appropriately.
4. Meals should be provided to boarders which are adequate in quantity, quality and choice, and provision is made for special dietary, medical or religious needs.
  - a. Meals provided for boarders are nutritious, reasonably balanced, and adequate in frequency, hygiene and temperature.
5. Crockery, cutlery and dining facilities are sufficient and clean.
6. There is sufficient time at mealtimes, taking into account any necessary queuing time, for boarders to finish their meals properly.
7. Staff and pupils involved in preparing food for others have received appropriate training in food handling and hygiene.
8. There are constant checks to ensure mosquitoes and other harmful insects are not breeding inside the boarding rooms.

### **Reporting, Feedback & Record keeping**

1. Adequate records should be kept in relation to individual boarders' health and welfare needs and issues.
2. There are individual records for boarders, containing relevant health and welfare information provided by parents and recording significant health and welfare needs and issues.

### **Staff recruitment and checks**

1. Any guardians appointed by the school should be subject to the same recruitment checks as staff, and their care of pupils should be monitored.
2. The Head, or a senior member of the school's staff, regularly monitors the school's records of risk assessments, punishments, complaints and accidents, to identify any issues requiring action.
  - a. Reasonable action is taken to reduce risks identified by risk assessments.
1. The staff supervising boarders outside teaching time should be sufficient in number and deployment for the age, number and needs of boarders, and the locations and activities involved.
2. Boarders are at all times under the responsibility of an identified member of staff. Each boarder knows which member of staff is responsible for them at all times, has the means to contact that member of staff if necessary, and that member of staff has the means to call for and receive staff back-up if necessary.
3. There are satisfactory cover arrangements for boarding staff sickness and absence.

4. The boarding staff group in day-to-day contact with boarders includes staff of both genders where this is practicable within the school's staffing structure.
5. Boarders temporarily away from the school site remain under the overall responsibility of a duty member of staff, and are able to contact a member of staff in an emergency.
6. Staff know the whereabouts of boarders (or know how to find their whereabouts) in their charge at all times – this includes a signing out and back in system for boarders permitted to leave the school.
7. Staff should be present, and accessible to boarders as necessary, in each boarding-house at night.
8. There is at least one adult member of staff sleeping in each boarding house at night,
9. responsible for the boarders in the house.
10. All staff with boarding duties have job descriptions reflecting those duties, receive induction training in boarding when newly appointed, and receive regular review of their boarding practice, with opportunities for continuing training in boarding.
11. The induction training programme for all staff, including gap staff, includes guidance
12. on child protection.
13. There is an appropriate process for the regular review of the performance of each member of staff with boarding duties by a more senior or experienced member of staff (e.g. through individual supervision meetings or a staff appraisal system).
14. Job descriptions clearly state, and staff are themselves clear about, the person to whom each member of staff with boarding duties is accountable.
15. All staff with boarding duties are provided with up-to-date written guidance on the school's boarding policies and practice.
16. There is an up-to-date staff handbook or similar written guidance, which is given to all staff with boarding duties.
17. There is a staff disciplinary procedure, which includes provision for precautionary suspension of staff where necessary pending investigation or final decision following allegations.
18. Staff supervision of boarders should avoid intruding unnecessarily on boarders' privacy.

### **Policy and Response**

1. The school should have an effective policy on countering bullying,
2. The school should have, and follow, an appropriate policy on responding to complaints from boarders and parents.
3. The complaints procedure is available to all staff, boarders and parents.
4. The school should have, and follow, an appropriate policy on countering major risks to health, including substance abuse.
5. Personal, social and health education provides age
6. The school should be capable of satisfactorily managing crises affecting boarders' welfare.
7. There are planned responses to a range of foreseeable major incidents or crises, such as outbreaks of illness, fires, serious allegations or complaints or significant accidents.
8. Boarders have opportunity to contribute views to the operation of boarding provision.
9. Each boarder should have one or more members of staff to whom he or she can turn for personal guidance or with a personal problem.
10. Within the school, there is no inappropriate discrimination on grounds of gender, disability, race, religion, cultural background, linguistic background, sexual orientation or academic or sporting ability. These factors are taken into account in the care of boarders, so that care is sensitive to different needs.

11. Staff contact parents about any significant welfare concerns relating to their child at school.
12. There is an appropriate process of induction and guidance for new boarders.
13. There are arrangements for new boarders to have guidance from more experienced boarders.
14. Boarders have access to information about events in the world outside the school, and access to local facilities which is appropriate to their age.
15. Supervision arrangements for boarders' use of any local facilities outside school are appropriate to the age of the boarders involved, and the facilities used are of a suitable type without unreasonable risks to boarders.

#### **14.03. ANTI-BRIBERY AND ANTI-CORRUPTION POLICY**

Our NGO, having adopted the Swadweep HR Manual, is therefore committed to acting professionally, fairly and with integrity in all its business dealings and relationships wherever it operates, and to implementing and enforcing effective systems to counter bribery. This includes compliance with all laws, domestic and foreign, prohibiting improper payments, gifts or inducements of any kind to or from any person, including officials in the private or public sector, customers and suppliers. Our NGOs is equally committed to the prevention, deterrence and detection of bribery and other corrupt business practices.

1. Bribery and corruption can take many forms including cash or gifts to an individual or family members or associates, inflated commissions, unauthorized rebates, non-monetary favors and false political or charitable donations. These actions may be undertaken directly or through a third party. It is illegal and immoral to, directly or indirectly, offer or receive a bribe.
2. The purpose of this model Anti-Bribery and Anti-Corruption Policy ("ABAC Policy") is to ensure that our NGOs sets up adequate procedures in order to prevent our Company's involvement in any activity relating to bribery, facilitation payments, or corruption, even where the involvement may be unintentional. It requires employees, directors, officers of the Company and third parties subject to this ABAC Policy to recognize questionable transactions, behaviour or conduct, and to take steps to record, comply and follow procedures set in place to deal with such behavior or conduct.
3. While an exhaustive list cannot be provided, set out below are indicative questionable transactions or situations that Designated Persons (as defined below) should be careful about
4. A contract requires the use of a third-party consultant where the third party's principal or owner is a government official;
5. The business lacks qualifications or resources i.e., the potential business partner does not appear capable of performing the services being offered. Under which corrupt payments are disguised using a consulting agreement or other arrangement are typical modalities for indulging in bribery or corrupt activities;
6. Any potential partner who provides guarantees of success or claims to have the ability to obtain licenses or other government approval without providing a description of a legitimate manner by which those goals will be accomplished;
7. Transactions involving unusual payment patterns or financial arrangements. Accordingly, a request to pay unusually high commissions is a warning sign of possible corruption. A request to deposit commissions in multiple bank accounts, perhaps in offshore banks, also justifies additional scrutiny;
8. Based on pre-acquisition / counterparty due diligence, it becomes apparent that the potential counterparty has a reputation for offering bribes or violating other laws or indulging in unusual structured transactions;
9. Inflated pay-outs to, or questionable role in the project of potential counterparty or its affiliate;
10. A proposed counterparty resists or fails to provide details of parentage or has undisclosed principals, associates or subcontractors with whom it splits fees;

11. A proposed counterparty refuses access to its books and records were requested under the proposed contract.

This ABAC Policy constitutes a minimum standard. It must be complied with in any country in which our Company does business even when the policy is stricter than the anti-bribery laws that are applicable, including both applicable local laws and those laws with extra-territorial application. However, when applicable anti-bribery laws are stricter than this policy, such laws must be complied with. In case of any doubts, Designated Persons must contact our NGO's Compliance Officer.

Because no code of conduct or policy can cover every possible situation, our Company relies on the Designated Persons to use good judgment and to speak up when they have either questions or concerns.

### **SCOPE AND APPLICABILITY**

This ABAC Policy is applicable to our NGOs. Our NGOS shall recommend adoption of this ABAC Policy to the Boards of its subsidiaries, associates and joint ventures.

This ABAC Policy is applicable to all individuals working at all levels and grades, including All employees (whether permanent, fixed-term or temporary), or any other person associated with our NGOs and such other persons, including those acting on behalf of our Company, as designated by the Compliance Officer Designated Persons have a special responsibility to comply with this ABAC Policy, and ensure that our Company's procedures and measures to combat ABAC risks and threats are upheld and strengthened.

### **COMPLIANCE OFFICER**

The Company shall, from time to time, designate an employee of sufficient seniority, competence and independence as the compliance officer to ensure compliance with the provisions of this ABAC Policy ("Compliance Officer") and the same shall be notified to the Designated Persons. All reports, complaints, doubts or concerns in relation to this ABAC Policy shall be raised by the Designated Persons to the Compliance Officer or to the Company Ethics Counsellor. Every query or concern raised by any Designated Person in relation to any suspected violation of this ABAC Policy shall be investigated by the Compliance Officer.

The following directors/employees are the Designated Directors/Compliance Officers for the purpose of this Policy.

<b>Sl.No.</b>	<b>Compliance Officer</b>	<b>Designation</b>
1	Rajubhai Chavda	Program Officer
2	Jayendrabhai Solanki	Program Coordinator
3	Harshad Modi	Head Account Admin
4	Kalyan Dangar	Director

### **1.Bribery**

Bribery includes the offer, promise, giving, demand or acceptance of an undue advantage as an inducement for an action which is illegal, unethical or a breach of trust. Bribes often involve payments (or promises of payments) but may also include anything of value - providing lavish/inappropriate gifts, hospitality and entertainment, inside information, or sexual or other favours; offering employment to a relative; underwriting travel expenses; abuse of function; or other significant favours. Bribery includes advantages provided directly, as well as indirectly through an intermediary. Swadeep HR policy and this ABAC Policy prohibits Designated Persons from giving bribes not only to any public/government official but also to any private individual. Bribery in any form will not be tolerated.

### **2.Corruption**

Corruption includes wrongdoing on the part of an authority, or those in power, through means that are illegitimate, immoral, or incompatible with ethical standards.



3. Public Official (Government Official or Public Servant) / Foreign Public Official. In the Indian context, a public official would include (but not be limited to) the following:

a. any person holding a legislative, executive or administrative office of the government (domestic or foreign), or acting in the official capacity for or on behalf of a legislative, executive, or administrative office of the government (domestic or foreign), whether appointed or elected, whether permanent or temporary, whether paid or unpaid, irrespective of that person's seniority;

b. any person in the service or pay of the government or of a corporation established by or under a central, provincial or state statute, or an authority or a body owned or controlled or aided by the government or a government company or is remunerated by the government by fees or commission for the performance of any public duty;

c. any judge, including any person empowered by law to discharge, whether by himself/herself or as a member of any body of persons, any adjudicatory functions;

d. any person authorized by a court of justice to perform any duty, in connection with the administration of justice, including a liquidator, receiver or commissioner appointed by such court;

Facilitation payment or kickbacks

“Facilitation Payments” are unofficial payments made to public officials in order to secure or expedite the performance/ non-performance of a routine or necessary action. They are sometimes referred to as 'speed' money or 'grease' payments or 'good-will money'. The payer of the facilitation payment usually already has a legal or other entitlement to the relevant action. “Kickbacks” are typically payments made in return for a business favour or advantage.

#### **4. Third party**

The term “third party” includes any individual or organization, who/which comes into contact with the Company or transacts with the NGOs, Company, and also includes actual and potential clients, vendors, consultants, retainers, agents, advisors, distributors, business associates, partners (including academic institutions), contractors, suppliers or service providers who work for and on behalf of the company.

#### **5. Improper performance**

Breach of an expectation that a person will act in good faith, impartially or in accordance with a position of trust amounts to improper performance. This would also include obtaining, agreeing to receive, accepting, or attempting to obtain, an undue advantage for acts to be performed properly.

### **V. WHAT IS CORRUPTION**

1. Corruption can take place in many types of activities. It is usually designed to obtain financial benefits or other personal gain. For example, bribes are intended to influence behavior – they could be in the form of money, a privilege, an object of value, an advantage, or merely a promise to influence a person in an official or public capacity. Usually, two people are involved and both

would benefit. Examples of a bribe include offering or receiving of cash in the form of a kickback, loan, fee or reward, or giving of aid, donations, or voting designed to exert improper influence.

2. The areas of business where corruption, including bribery, can most often occur include:

- a. Gifts, Entertainment and Hospitality;
- b. Facilitation Payments;
- c. Procurement Process;
- d. Political, Community or Charitable Contributions;
- e. Improper Performance of Duties;
- f. Favours Regarding Recruitment Opportunities.

Any gratification to any person for inducing any public servant by corrupt/ illegal or personal influence to do/ forbear from doing an official act or to show favour/ disfavor to any person.

Providing of any valuable thing, without adequate payment for the same, to a public servant by a person who has or is likely to have official dealings with the public servant.

## **PROCUREMENT PROCESS**

Designated Persons must follow our Company's processes and adhere to the system of internal controls around supplier selection. Supplier selection should never be based on receipt of a gift, hospitality or payment. When supplier selection is a formal, structured invitation for the supply of products or services (often called a 'tender'), it is most important we maintain documentation supporting our internal controls. Designated Persons must familiarize themselves with our Company's procurement processes and must adhere to the same.

## **BOOKS, RECORDS, AND INTERNAL CONTROL REQUIREMENTS**

1. Accurate and complete recordkeeping is essential to the successful operation of our NGOs, as well as to our ability to meet our legal and regulatory obligations. Each Designated Person has a responsibility to be accurate, complete and honest in what he/she reports and records to meet regulatory requirements, as well as in all internal and external documents of our Company, including accounting records, time cards, expense reports, invoices, payroll records, safety records, business records, performance evaluations, etc.

2. All accounts, invoices, memoranda and other documents and records relating to dealings with third parties, such as customers, suppliers and business contacts, should be prepared and maintained with accuracy and completeness. Our records management and retention policies ensure that we maintain the records we need to meet our legal, tax and regulatory requirements and securely dispose of records that are no longer needed or are beyond the statutory retention period. Designated Persons should take care never to dispose of information that may be relevant to current or threatened litigation or subject to a legal prohibition or stipulation until they are authorized in writing to do so by the relevant department.

3. Designated Persons who see or suspect financial misconduct should notify their supervisors immediately, and contact the Compliance Officer.

<b>SI.No.</b>	<b>Compliance Officer</b>	<b>Designated</b>	<b>Email ID</b>
1	Raju Bhai Chavda	Program Officer	<a href="mailto:raju.swadeep@gmail.com">raju.swadeep@gmail.com</a>
2	Jayendrabhai Solanki	Program Coordinator	<a href="mailto:solankijayendra999@gmail.com">solankijayendra999@gmail.com</a>
3	Harsad Modi	Head Account Admin	<a href="mailto:swadeep.hr@gmail.com">swadeep.hr@gmail.com</a>
4	Kalyan Dangar	Director	<a href="mailto:swadeepindiango@gmail.com">swadeepindiango@gmail.com</a>

## **COMMUNICATION AND COMPLIANCE TRAINING**

1. It is our commitment to ensure that our NGOs has adequate procedures to combat ABAC risks and threats. The details of our NGO's whistleblowing procedures will be disseminated throughout our NGO and will be so done on a regular basis.

2. No personnel who in good faith, reports a violation of the ABAC Policy shall suffer harassment, retaliation or adverse employment consequences.

## **RESPONSIBILITY AND PENALTIES**

1. Our Company takes the subject of corruption and bribery very seriously. Any violation of this ABAC Policy will be regarded as a serious matter and shall result in disciplinary action, including termination, consistent with applicable law and the employee's terms of employment.

2. Bribery is a criminal offense. The defaulting Designated Person will be accountable whether she/he pays a bribe herself/himself or authorizes, assists, or conspires with someone else to violate this ABAC Policy or an anti-corruption/anti-bribery law. Punishments for violating the

