

# **Personnel and Financial Policy**

## **Centre for Labour Research and Action**

### **2023-24**

Any organization needs a set of rules to govern itself. CLRA is an organized institution that not only delivers services but also manages staff personnel, oversee administration, and maintain cash funds. As recipients of grants from various channels and project holders of welfare activities, it is required to uphold principles of accountability and transparency. One of the strong indicators of these principles is keeping policies and manuals in place, based on which the day-to-day operations of the organization are to be carried out. Every donor ensures that their grant recipients have such systems in place prior to providing funding support to them. This document gives the rules for day-to-day operational management of Centre for Labour Research and Action. The rules have been framed by a committee of the organization members. The Committee included the following members:

- Ramesh Shrivastava, Convener
- Denis Macwan
- Ratan Bhil
- Roshan Materia
- Anushka Rose

There are two sets of rules (i) The Financial Policy (ii) The Personnel Policy and General Rules

## **FINANCIAL POLICY**

The Financial Policy is framed as per the Generally Accepted Accounting Principles in India. The primary purpose of financial policy is to provide guidelines for the staff and members to make financial decision. In addition, financial policy provides a level of transparency & security so that funds/grants are being used honestly, legally, efficiently and effectively and in a manner that provides insulation from financial crisis and economic trouble. Financial policy and control systems in an organization are meant to provide reasonable security to the finances and assets of the organization. Further, a control system provides checks and balances which help to keep the system in its place, to avoid frauds and misappropriation or deviations from accepted policies and procedures.

1. **Purpose:** The purpose of this Financial Policy and procedures document is to specify:

- The Roles and responsibilities for every person in the organization who has some role in financial management or procedures
- Financial planning and reporting that should be undertaken each year
- Transparency in all the financial transaction
- Evaluation and control on all the expenditure
- Satisfactory accomplishment of all the legal provisions
- To provide financial & physical realization report to donors & concern department

2. **Key Principles:**

The key principles on which Financial Policy of CLRA is based are:

2.1 **Organisation Funds:**

- Organizational funds belong to the CLRA. They should not be used for private purposes, including private grant or loan.
- Funds should be carefully used in an effective way in the best interests of the organization.
- All Board, Staff and members are responsible for the careful and honest use of funds.
- Funds granted to CLRA for a specific purpose will be used for that purpose.

2.2 **Collective Accountability:**

- All Board members and staff of CLRA have a collective (shared) responsibility for the financial health of the organization.
- Each person has specific financial responsibilities. Some responsibilities are larger than others, for example the Treasurer and Administration Officer. However, everyone on the Board and all staff dealing with finances must share responsibility for the careful and honest use of the organizational funds
- Everyone on the Board is also responsible for examining, inquiring, and questioning the financial report and for formally approving it.

2.3 **Transparency:**

- All financial documents and reports should be available to all members of the Board and all staff members with financial duties.
- Annual accounts should be available to all members.

- Annual accounts progress report should be available for all in organization's annual report and on the web site of the organization.
- Generally, there is no reason for the Board to withhold any financial report from a member.

#### 2.4 **Separation of Duties:**

- This principle states that no one person covers all financial tasks. Where ever possible, financial tasks are split between two or more people.
- In CLRA all the personnel will do all the financial task and another person will  
CHECK the task is done correctly and verify as follows:  
Field Workers -> Coordinator/Project Coordinator/Team Leader -> Finance Manager ->  
Secretary/Director

### **3. Roles and Responsibilities:**

#### **3.1 Chairperson:**

In relation to Financial Management policies and procedures of CLRA, the Chairperson will undertake the following:

- Ensure that the CLRA has written financial policies and procedures that have been adopted by the executive board of CLRA
- Ensure that the Board and staff have a copy of these, have read them and understand them
- Ensure that the financial management policy is implemented effectively
- Ensure that the yearly Budget is prepared and approved by the Board and that a six monthly review is carried out
- Ensure that the Board meets regularly (quarterly if possible) to review the progress of programme and approve financial reports
- Liaise with Treasurer/Secretary and Financial Committee to ensure financial reports are prepared.
- Read and question periodic financial reports
- Act as a cheque signatory

#### **3.2 Treasurer**

The Treasurer will undertake the following:

- Ensure that the financial management policy is implemented effectively
- Liaise with Chairperson on financial matters and bring any irregularities to her/his attention urgently
- Ensure that the yearly Budget is prepared and approved by the Board
- Ensure that the financial reports are prepared for the Board and check their accuracy
- Present these reports to the Board and be able to answer questions on these reports
- Act as a cheque signatory
- Check the Payment Voucher and the individual cheque before signing and authorizing the payment
- Check the monthly Bank Reconciliation against the Bank Statement
- Ensure that the cheque butts are completely correct and are readable
- Regularly carry out spot checks on procedures and financial documents

#### **3.3 Secretary:**

The Secretary will undertake the following:

- Liaise with the Chairperson and Director on financial matters
- Meet monthly to review and approve financial reports
- Check the monthly bank reconciliation against the bank statements
- As appropriate carry out spot checks on procedures and financial documents
- On a monthly basis, check the payment voucher file to ensure all payment vouchers for that month have been completed
- Act as a cheque signatory
- Check the Payment Voucher and the individual cheque before signing and authorizing the payment
- Ensure to implement management procedures and systems for efficient and consistent performance of the CLRA.
- Responsibilities will include preparatory work for meetings and decision making, monitoring on delegated responsibilities and tasks, providing back-up office support.

### **3.4 Board Members:**

All Board Members will undertake to:

- Attend Board meeting regularly
- Read and understand the Financial Policy and Procedures of CLRA
- Learn to understand the financial budgets and financial reports
- Approve the Annual Budget of CLRA
- Read and question financial reports that are tabled at the Board meetings
- Approve these financial reports

### **3.5 Director:**

Director is the Chief Executive Officer of the organization.

The Director will undertake the following:

- Director is an overall in-charge of its various activities and delegate them all remunerations, powers, functions and duties for management of all the affairs of CLRA.
- Strictly follow the guidelines, principles, general and financial rules of CLRA. Manage the organization's financial systems efficiently
- Prepare the annual budget in consultation with the Chairperson, Treasurer and Secretary
- Act as a cheque signatory
- Check the Payment Voucher and the individual cheque before signing and authorizing the payment
- On a monthly basis check the Payment voucher file to ensure all payment vouchers for that month have been completed fully
- Check the monthly Bank Reconciliation against the Bank Statement
- Assist as necessary with the preparation of the month financial report and review it
- Inform the Treasurer/Secretary if any budget line is close to budget
- Ensure that all financial records are kept up to date

### **3.6 Finance/Accounts department:**

- a) Finance Manager
- b) Accountant
- c) Account Officer

#### **3.6.1 Finance Manager:**

The Finance Manager will report to the Director and will undertake the following:

- Strictly follow the guidelines, principles, general and financial rules of CLRA.
- Manage the organization's financial systems efficiently.
- Ensure that the financial requirement of the programme person and partner organization is fulfilled as per the plan and budget.
- Liaise with programme person and partner organization on financial matter.

- Conduct the internal audit of the partner organization as per the norms.
- Liaise with funding agencies on financial matter.
- Check the Payment Voucher and supporting before presenting to the Team Leader/Director/Secretary for signing and authorizing the payment.
- Check the monthly Bank Reconciliation against the Bank Statement.
- Prepare the project budget as per programme planning.
- Prepare the project wise monthly financial report and review it and present to the Director/Secretary/Project coordinator for further action.
- Ensure that all financial records are kept up to date.
- Ensure that the monthly/quarterly financial reports of all the projects are submitted timely to the programme person and funding agencies.
- Ensure that the all the legal compliance are fulfilled as per the laws and norms (like annual Income tax return, quarterly TDS return, deduction of tax from sources, filing annual accounts to registrar of society etc.)
- Handle the issues regarding Salary, consultancy, gratuity, PF, medi-claim, EDLI, group insurance etc.
- Ensure that the payment to the parties, staff of other recipients would not be delayed without any proper reason.
- Verify the cash periodically (daily if possible)
- Ensure that the finances are maintained in an accurate and timely manner.
- Assist with preparation of the budget.
- Implement financial policies and procedures.
- Establish and maintain cash controls.
- Maintain the monthly Cash & Fund flow planning
- Establish, maintain, and reconcile the general ledger
- Monitor cash reserves and investments
- Prepare and reconcile bank statements
- Maintain the purchase order system
- Ensure data is entered into the system
- Ensure to Issue cheques for all accounts due
- Ensure transactions are properly recorded and digitized adequately into the computerized accounting system
- Prepare income and expenditure statements
- Prepare balance sheets
- Prepare Utilization Certificate for donor when required
- Prepare monthly financial statements
- Prepare quarterly reports and report on variances
- Assist with the annual audit
- Ensure to maintain the computerized accounting system
- Ensure to maintain financial files and records
- Ensure the safeguarding of all municipal funds
- Issue, code and authorize purchase orders
- Ensure to maintain the stock register (Separately project wise & regional team wise)
- Reconcile the accounts payable
- Prepare journal summaries
- Reconcile the accounts receivable
- Compile source documents
- Reconcile weekly deposits
- Reconcile Motor Vehicle and other government services transactions
- Document new employees
- Ensure to maintain the leave management system
- Verify annual leave records

- Calculate and action deductions
- Prepare separation documents for terminated employees
- Maintain confidential employee files
- Calculate employee salaries, deductions and contributions
- Issue Records of Employment
- Order office supplies
- Ensure to manage the filing, storage and security of documents
- Respond to financial inquiries
- Ensure that the organizational accounts are maintaining on generally accepted accounting principles in India
- Prepare the FC annually and file this to the MHA before due date and also fulfil the requirement of MHA as mentioned under Foreign Contribution (Regulation) Act (FCRA) 2010

### **3.7.2 Accountant:**

The accountant will report to the Finance Manager and will be held responsible to:

- Strictly follow the guidelines, principles, general and financial rules of CLRA
- Receipt all income and bank daily
- Prepare the receipts of the funds (cash, cheque, RTGS, wire transfer)
- To project book keeping using accounting software Tally, to monitor revenue, operating expenses, project progress claims, etc.
- Maintain the books of accounts (Cheque issue register, Cash book, Bank book, Journal register, Receipt register, Ledger book etc.)
- Maintain stock register project wise
- Take the receipts of all the payment made to the client
- Ensure that all income is banked by the last working day
- Make all payments on the due date using a payment voucher
- Ensure that all appropriate documents are attached to payment vouchers and file them in cheque order
- Prepare the cheque for payment and cash withdrawal purpose
- Ensure the authorization on all the bills and vouchers before preparing the cheque
- Present the prepared cheque to the signing authority
- Ensure for the timely payment
- Maintain a record in form of Cheque/cash register (on daily basis) separately for Foreign Currency and Local Indian currency.
- Reconcile daily the petty cash book to the electronic cash book
- Dealing with cash and finances may be one of the major Accountant's responsibilities
- Ensure to maintain stock register project wise and regional team wise
- Ensure to maintain stock register at team office level and physical verify them periodically (half yearly if possible)
- Ensure the proper supporting attached with the vouchers
- Authorize all expenses of the team
- Submit all the bills and vouchers on fortnight basis
- Make the payment to the clients timely
- Settlement of the un-cleared accounts and liabilities on monthly basis
- Submit the attendance records and other financial records to the centralized office on monthly basis
- Submit the financial requirement for the next month at the end of the previous month
- Prepare monthly salary statement, PF challans, LIC premium statement etc.
- Control petty cash, accounts receivable and payable
- Assist Finance Manager in preparing monthly project cash-flow and drawdown report

- Prepare monthly general ledger accounts
- Prepare trial balance; financial statements (balance sheet, income and expenditure statement and cash-flow statement and yearly tax finalization report for review by Financial Controller.
- Assist with the annual audit
- Ensure records are kept up to date
- Ensure compliance with local tax and legal requirements
- Conduct the internal audit of the partner organization as per the norms
- Make the payment to the clients timely
- Settlement of the un-cleared accounts and liabilities on monthly basis

### **3.7.3 Office Accountant:**

The Office Accountant will undertake the following:

- Strictly follow the guidelines, principles, general and financial rules of CLRA
- To team level book keeping using manual accounting system or computerized accounting system.
- Maintain books of accounts (Cash book, Bank book, Journal register, Receipt register, Ledger etc.)
- Maintain stock register, project wise and team wise.
- Ensure to maintain stock register at team level and physically verify them periodically (half yearly if possible)
- Prepare the vouchers
- Ensure the proper supporting attached with the voucher.
- To take authorization of all expenses by project coordinator or team leader before final payment.
- Submit all the bills and vouchers along with the copy of the petty cash book on fortnight basis to the head office.
- Maintain the accounts as per generally accepted accounting principal in India.
- Maintain the petty cash book on daily basis.
- Control petty cash, accounts receivable and payable.
- Assist Accounts officer and Finance Manager in preparing monthly project cash-flow and drawdown report.
- Prepare monthly general ledger accounts
- Assist with audits
- Ensure records are kept up to date
- Make the payment to the clients timely.
- Submit the attendance records and other financial records to the centralized office on monthly basis.
- Settlement of the un-cleared accounts and liabilities on fortnight basis.
- Submit the financial requirement for the next month at the end of the previous month.

### **3.8 Program Implementation team:**

- A. Project Coordinator
- B. Assistant Coordinator
- C. Field workers/Community Mobilisers/Office staff etc.

#### **3.8.1 Project Coordinator:**

The coordinator will be responsible for the following:

- Strictly follow the guidelines, principles, general and financial rules of CLRA
- Manage the organization's financial systems efficiently

- Ensure that the financial requirement of the finance department and partner organization is fulfilled as per the plan and budget.
- Liaise with finance department and partner organization on financial matter
- Make a periodic financial and programmatic assessment
- Conduct the internal programme review of the partner organization as per the norms
- Liaise with funding agencies on financial and programmatic matter
- Submit the next monthly programme planning and financial requirement to the finance department in the prescribed formats at the end of the previous month.
- Submit all the authorized bills and vouchers along with the short progress report to the finance department at the end of the month.
- Check and authorize the bills and supporting before presenting to the Finance department/Office superintendent/Director/Secretary for payment
- Prepare the project budget as per programme planning
- Ensure to fulfil the project targets
- Prepare the periodic progress report as per the requirement of the grantee and the project report must be sent in timely manner to the grantee and secretary/director of CLRA
- Report must be done in accordance with the Guidelines for reporting
- The person may also be engaged in other assignment as and when need arises.
- Coordinate with field level staff and field animators

### **3.8.2 Assistant Coordinator:**

The Assistant coordinator will undertake to:

- i. Strictly follow the guidelines, principles, general and financial rules of CLRA
- ii. Ensure that the financial requirement of the finance department is fulfilled as per the plan and budget.
- iii. Submit the next monthly programme planning and financial requirement to the project coordinator in the prescribed formats at the end of the previous month.
- iv. Submit all the bills and vouchers along with the short progress report to the project coordinator for authorization at the end of the month.
- v. Ensure to fulfil the project targets
- vi. Prepare the periodic progress report as per the requirement of the project
- vii. Report must be done in accordance with the Guidelines for reporting
- viii. The person may also be engaged in other assignment as and when need arises.
- ix. Coordinate with field workers and animators

### **3.8.3 Field workers/Community Mobilisers/Office staff etc.:**

The Field workers/Community Mobilisers/Office staff etc. will undertake to:

- Strictly follow the guidelines, principles, general and financial rules of CLRA
- Ensure that the financial requirement of the finance department is fulfilled as per the plan and budget.
- Submit the next monthly programme planning and financial requirement to the field coordinator/project coordinator in the prescribed formats at the end of the previous month.
- Submit all the bills and vouchers along with the daily progress report to the Assistant Coordinator/Project coordinator for authorization at the end of the month.
- Ensure to fulfil the project targets
- The person may also be engaged in other assignment as and when need arises.

## **4. Financial Policy:**

### **4.1 Accounting and book keeping:**

The financial year will be from April 1<sup>st</sup> to March 31<sup>st</sup>.

CLRA will maintain all the accounts on the basis of Double Entry System in the Tally software. All the accounts will be maintained at Udaipur office. The following books of accounts will be maintained:

- i. Cash Book
- ii. Cheque Issue register
- iii. Bank Book
- iv. Journal registers
- v. Receipt book
- vi. Ledger
- vii. Payment via cheque or cash book will be maintain at Udaipur office and at every team office
  - a) As mentioned in the Foreign Contribution Regulation Act 2010, FCRA and non-FCRA funds should not be mixed in any case. To follow the FCRA rules and regulation CLRA will maintain above mentioned books of accounts separately for Foreign Fund.
  - b) CLRA will maintain records of fixed assets, petty cash disbursements, supplies, inventory, the use and maintenance of office equipment.

### **4.2 The following sets of financial reports will be prepared by CLRA:**

- i. Monthly & Quarterly financial reports will be prepared for review by each project coordinator of CLRA for specific projects as well as of its core activities.
- ii. This quarterly report will be reviewed by the Secretary/Director of CLRA
- iii. Financial reports to donors will be submitted as prescribed in the agreement between donors and CLRA. Income and Expenditure statement and Utilization Certificate will be prepared for donors as prescribed in the agreement between donors and CLRA
- iv. Separate ledgers will be maintained for each donor
- v. Annual Balance Sheet and Statement of Income and Expenditures will be prepared for each financial year.
- vi. Books of Accounts of CLRA shall be audited annually by an independent auditor appointed by the General Assembly.
- vii. CLRA may hire internal auditor in order to streamline its accounting systems and procedures.
- viii. A monthly bank reconciliation report is prepared and printed. This reconciliation is reviewed and checked by both the Secretary/Director and Finance Committee. It is to be attached to the bank statement it relates to and filed in the Bank Statement file.

### **4.3 Fund Receipt:**

CLRA receives funds from the following sources:

- i. Government of India, State Government and Indian local funding agencies (Supported project fund)
- ii. International organization (Foreign funding)
- iii. Membership fees.
- iv. Income from short term professional services and consultancy assignments undertaken by CLRA.
- v. Grants Donations received from other charitable organizations and individuals.

#### **4.4 Signatories to Cheque Books:**

The President of CLRA, Secretary, Director director will be the signatory to cheques. The Executive Committee may resolve to make other Executive Committee members or staff as signatory. Money can be released by the signatures of two signatories.

#### **4.5 Types of Bank Accounts:**

The following three types of books of accounts will be maintained by CLRA. The President, Secretary and Director / Project Director are authorized to operate these bank accounts. Two signatures of either of these officials will be required for fund disbursement.

##### **4.5.1 Indian fund account:**

All income accrued to CLRA from Government of India, State Government, UN and Indian funding agencies will be deposited in these accounts.

##### **4.5.2 Foreign fund account:**

In keeping with FCRA rules, CLRA will maintain two types of Foreign Fund accounts:

1. Account at SBI main branch, Sansad Marg, New Delhi for receipt of funds
2. Utilization accounts where the funds will be transferred from the New Delhi account

##### **4.5.3 Core fund account of CLRA (CLRA Resource Centre):**

All income accrued to CLRA other than mentioned in above point No. 1 & 2 will be deposited in these accounts.

##### **4.5.4 Other bank accounts:**

The organization may open other accounts as required after a resolution of the Board.

#### **4.6 Petty Cash Fund:**

##### **Centralized petty cash book:**

Although the petty cash book is no longer applicable, the provisions for it within the policy has been kept in in case it is required in the future. The monetary limits can be determined on the basis of the requirements.

#### **4.7 Fund Disbursement:**

All payments are made either by cheque or cash.

##### **4.7.1 Payment for Purchases:**

Payment against purchases exceeding Rs.2000/- shall be made by cheque or DD. Payment exceeding Rs. 1000/- by cash than prior written approval should be taken from Secretary / Director

##### **4.7.2 Payment for Services Rendered:**

###### **4.7.2.1 Payments for Staff Salaries:**

###### **a. Payment Calendar:**

Staff salaries are paid within seven days following the completion of the month. Cheques are to be issued to the bank along with the salary sheet to transfer the salary in the employee's bank account.

###### **b. Staff payroll:**

Staff payroll (salary sheet) is prepared by the accountant as the basis of payment. The staff payroll contains information on the employees' basic salary for the month, allowances if any, deductions and net salary payable. The staff payroll is checked by the Team Leader and / or Secretary/Director

and approve for payment

**c. Advance Pay:**

- Employees of the CLRA may take advance payment of up to 1 month salary (after completion of 12 months), if urgently required.
- The advance must be returned/ reimbursed before the end of that particular financial year.
- CLRA has right to deduct the advances from monthly salary payment of the employees
- For travel purposes, employees of CLRA shall be given advances for expenses covered on official trips. Request for advances is prepared by the personnel concerned
- Advance up to Rs. 1000/- will recommended by the Accountant / Cashier and is approved by the Finance Manager/Team Leader.
- Advance more than Rs. 1000/- will recommended by the Finance Manager/Office Superintendent and is approved by the Secretary/ Director/ President.
- All advances for travel are to be liquidated within a week following the completion of the trip otherwise led to deduction from monthly payment.

**4.7.2.2 Tax Deduction at Source:**

CLRA will deduct tax at source where applicable as per Government rules.

**4.7.2.3 Payment for Contractual Services:**

- Payment for contractual services is done through cheque disbursements
- The schedule of payment depends on the Terms of Reference (TOR) agreed upon by the personnel concerned and CLRA.
- Payments are covered by a Request for Payment Form prepared by the accountant and approved by the Team Leader and Secretary/ Director.

**4.7.3 Bank transactions/Cheque payment:**

- i. The President of CLRA, its Secretary and Director/ Project Director will be signatory to cheques. Money can be released by the signatures of two signatories
- ii. Cheques will be prepared by the Accountant
- iii. Accountant will take approval in Bank Register and on vouchers from Finance Manager and Secretary/Director before writing the cheques.
- iv. The bearer on cheque should be cut with ink pen as cheques received from bank so that the payment can be made to the payee only.
- v. The accountant will check and maintain cheque issue register strictly, detail bank entry systems and details of all cheque laws and dealings
- vi. The Finance manager/Accountant has reserved the rights for payment

**4.8 Procedures for Fund Disbursements:**

- i. All requests for payments are to be made using the appropriate forms.
- ii. Requests for payments are to be properly substantiated with bills/receipts and essential documents.
- iii. Requests for payments are prepared by accountant and submitted to Finance Manager /Team Leader / Secretary / Director for checking and approval.

#### **4.9 Expenditure:**

- i. All expenditure must have an approved budget allocation
- ii. No blank cheques are to be signed by any cheque signatory
- iii. Where possible, services are to be obtained by setting up of an account with payment to be made.
- iv. All payments over Rs. 2000/- are to be paid by cheque payment
- v. Every cheque payment must have a Payment Voucher completed
- vi. Each bill and supporting is to be authorized by project coordinator, finance manager and Team Leader
- vii. Each Payment Voucher is to be authorized by the people who sign the cheque it relates to
- viii. Payment vouchers are to be signed by the person who receives the cheque wherever possible
- ix. Separate Payroll records are to be kept for all salaries and wages
- x. Small payments under Rs. 2000/- may be paid using the Office petty cash, at the discretion of the Finance Manager/Office superintendent / Secretary / Director

#### **4.10 Income:**

- i. If staff receives any people contribution of other organizational income than it should be deposit within 2 working days to finance department otherwise necessary action would be taken
- ii. Staff will promptly inform the finance department before receiving any people/ community contribution

#### **4.11 Record Keeping:**

The following records are to be kept and maintained by staff. The files are to be kept in a safe and secure place

##### **4.11.1 Physical records:**

- i. Following financial records will be maintain by finance department (Receipts books, cheque books, income file, payment voucher file, bank statement file, Monthly Income and Expenditure file, donor wise file, partner organization wise files, salary records, yearly audit reports, income tax files, staff welfare file etc.)
- ii. After approval of bills of staff/Director, Cashier will maintain cheque issue register and strictly verify by Office person and Secretary
- iii. Following project records will be maintain by project coordinator Advance request file, physical report file, MOU file, project partner details, financial report file, communication file etc.

##### **4.11.2 Electronic records:**

- i. The books of accounts are backed up on a weekly basis onto a hard drive or USB Drive
- ii. At the end of the financial year, the financial records for that year are to be archived and stored in a safe place.
- iii. The project documents are backed up on a weekly basis onto a hard drive or USB Drive

#### **4.12 Misuse of funds:**

- i. Any suspected misuse or misappropriation of funds will be investigated by the committee of 3-5 members formed by Secretary/ Director
- ii. The investigation is to follow fair procedures. Once completed and the facts clearly established, the Secretary/ Director will take appropriate action. For minor issues this

- may be kept to internal disciplinary action. For serious offences, the matter will be referred to the Police.
- iii. If a staff member is found guilty of misuse of funds, the Secretary/ Director are authorized to take following one or more action:
    - 1. Ask the guilty person to make good the loss
    - 2. Termination of accused person
    - 3. To take legal action against accused person
    - 4. Withdraw organizational benefits like staff welfare, annual increment etc.
  - iv. The Secretary/ Director will inform the Board of any serious offences and the action taken

#### **4.13 Fraud, deceit, commission and other irregularities:**

The staffs warrant that neither the staffs nor any of the staff's personnel:

- v. The staffs were not offered, agreed to give or accepted, any gift or consideration of any kind as an incentive or prize for doing or forbearing to do or for having done or forborne to do any act in relation to the obtaining or execution of any organization programme.
- vi. No staffs shall accept for or on their own benefit any trade commission, discount or similar payment of benefit.
- vii. No staffs will engage in illegal activities like misuse of funds/advance, fraud, corruption, demand commission from traders or from any other personnel.
- viii. If any staff were found to be irregular regarding above mentioned points than CLRA will take the necessary action as follows:
  - ix. The related coordinator will send the brief report to the Secretary/Director within a week
  - x. Secretary will form a Committee to enquire the issue
  - xi. The Committee will present a brief fact report with necessary evidence to the Secretary with in a two week
- xii. If found to be accusing than Secretary, Director or executive member are authorized to take following one or more action:
  - 5. Fulfil the loses by accused person
  - 6. Termination of accused person
  - 7. To take legal action against accused person
  - 8. Keep away from organizational benefits like staff welfare, annual increment etc.

#### **4.14 Board volunteerism:**

- i. The CLRA Board members agree to work for the organisation in the spirit of volunteerism
- ii. Other than the actual travelling expenses, no Board meeting allowances will be paid to board members
- iii. Board may appoint up to two Board members as fulltime staff of CLRA and fix their remuneration.

## **5. Procurement Policy of CLRA**

### **5.1 Purpose:**

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

the budget provided and to ensure purchased goods and services conform with the quantity and price specified in the order.

## **5.2 Methodology:**

CLRA will follow certain methods in purchasing goods, equipment and services required for the needs of the organization or its projects. Use of competitive bidding shall be a priority practice.

The first condition in choosing a supplier shall be the lowest tender. However, if a supplier does not provide the required level of service or an adequate guarantee, then other criteria shall also be considered. CLRA shall specify in the purchase file the reasons the lowest tender was not chosen.

- For purchases under Rs. 2000/- a price survey by telephone of three suppliers will be sufficient for determining the supplier.
- For purchases above Rs. 2000/- a quotation/invoice shall be obtained from minimum three local suppliers.
- Purchase Committee will prepare the Comparative Statement. Analysis the level of service or an adequate guarantee is to be provided by supplier. Purchase Committee will put their remarks and explanation. Purchase Committee will present all the documents to the Executive Director / Secretary for final approval.
  - The members of Purchase Committee:
    - Finance Manager/Accountant
    - Director / Project Coordinator
    - One more staff member
  - Purchases from a single source shall be explained in the purchase file.
  - No quotations are required to purchase from government agencies or non-profit organization. Other rules remain the same
  - Any type of purchasing should not be done from workers of CLRA or their relatives
  - The purchase file shall contain all the documents pertaining to each transaction, i.e., the purchase requisition, quotations, contact information of suppliers purchase contracts or orders, invoices, delivery slips and any other pertinent documents.

## **5.3 Purchases:**

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

- a. Requisition form – the employee requesting a purchase fills this form, has it approved by the Executive Director / secretary and sends it to Purchase Committee.
- b. Order form– the Purchase Committee follows the methodology adopted by CLRA (please refer point No. 7.2) and issues the order, after it is signed by the Executive Director / Secretary.
- c. The concerned Purchase Committee will make the purchase successful within 7 days of final approval and on the basis of the order.
- d. Delivery slip – After the purchase has been made, a delivery slip will be issued by the Purchase Committee for the supplier, who will sign it and give it back to the Purchase Committee.

## **6. Fixed Assets Policy for CLRA:**

### **6.1 Purpose:**

To carry out its activities, CLRA needs material resources. The quality of these resources is dependent upon how they are used. Material resources are in large part durable goods,

which need to be well-managed to be maintained in good condition. These goods include stationary, tables, chairs, shelves, computers and related accessories.

**The Fixed Assets Policy will aim for:**

- Specific identification of goods that are part of the asset base
- Reasonable use of goods
- Periodic taking of physical inventory
- Effective maintenance of goods
- Replacement of goods when required

**6.2 Procedures:**

At CLRA, the management of material resources is the responsibility of the Accountant/Store keeper. The procedures involved in managing these resources are:

- Receiving and recording goods

The goods will be recorded in two types of registers

**1. Fixed Assets Register:**

- a. All the goods (Fixed assets) like tables, chairs, shelves, computers, laptops, furniture, fans and all type of fixtures will be recorded in this register
- b. These registers will be maintained project wise
- c. At Team office, Office accountant / Team Leader will maintain the fixed register
- d. At Udaipur Accountant will maintain the fixed asset register

**2. Consumable Stock Register:**

- a. All the goods (other than fixed assets) like stationary, office consumables, printing material, etc. will be recorded in this register
- b. These registers will be maintained project wise
- c. At Team office, Office accountant / Team Leader will maintain the Variable Content Register
- d. At Udaipur Accountant will maintain the consumable Stock Register

**6.3 Maintaining goods**

All the employees have moral responsibility to take care of properties of CLRA

- a. The Finance Department will physically verify the assets of CLRA annually
- b. Finance Department will submit the comments to Secretary / Director on verification of assets. The Secretary/ Director will take the necessary action.

**6.4 Depreciation**

Annual accounting for depreciation will be maintained by CLRA as per the India Accounting Standard (WDV Method)

**6.5 Asset Insurance**

All the fixed assets will be insured annually

Material resources are managed by means of records or files.

**6.6 Asset inventory:**

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

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

### **6.7 Procedures:**

The inventory procedure is composed of the following steps:

- Creation of record cards on which is found:
  - Type of item
  - Description of item
  - Identification code
  - Service user or name of manager
  - Assigned location
  - Previous placement of item
  - Notes on condition of item
  - Record updates
  - Minutes of physical inventory
    - a. Final removal of an item
    - b. Replacement of an item
    - c. List of annual needs

### **6.8 Removal of items:**

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

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

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

## **7. Policy for organizational fund:**

### **7.1.Purpose:**

Purpose to form the CLRA corpus funds are as follows:

- To maintain the staff welfare accounts.
- To maintain the accounts of organizational expenses.
- To maintain the accounts of assets & properties of organization.
- To maintain all the accounts other than project fund
- To pay for the salaries when there is no project fund

### **7.2.Sources of Income:**

CLRA has many other sources of income. Some are as follows:

- Receipts from individual donor.
- Receipts from sale of organizational scraps
- Hire charges of organizational properties / assets
- People contributions
- Membership fee
- Receipts from interns
- Receipts from consultancy services provided by CLRA & CLRA staff

# Personnel Policy and General Rules

## 1. Purpose:

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

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

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

## 2. Categories of Personnel:

All personnel working for CLRA are classified into following types

### 2.1 Employees:

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

CLRA will have two categories of employees

- i. Program staff: The staff hired to implement programs
- ii. Support staff: The staff hired to support project staff. This includes the staff in finance and administration, research and documentation departments.

The staff is divided into following categories

- i. Director: Director is the Chief Executive of the organization.
- ii. Coordinator: Senior level employee who can function as the team leader
- iii. Assistant Coordinator: Senior level employee who can serve as the team leader in his/her absence
- iv. Assistant Field Coordinator: Medium level employee
- v. Community mobiliser: Fresh recruits

### 2.2 Volunteers / fellows:

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

### 2.3 Consultants:

Consultants are professional experts hired by CLRA on short-term basis only for the completion of specific tasks and assignments related to CLRA or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on daily/ monthly/ weekly basis depending upon the nature of their assignment. They will not be considered as full-time or part-time employees of the organization.

### **3. Personnel Recruitment:**

CLRA believes in equal employment opportunity to each individual, regardless of race, colour, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition.

This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.

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

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

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

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

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

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

#### **3.2 Interview and selection:**

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

- a. Secretary/ Board member
- b. Director
- c. Project Coordinator
- d. HR Manager (to be compulsorily be present in the interview panel)

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

A list of the candidates chosen to be interviewed will be short listed by the Selection Committee.

The interviews will serve to make a final choice and also to establish a database of potential future candidates.

#### **3.3 Appointment Letter:**

- i. Any personnel employed with CLRA will be issued an appointment letter prior to their employment by CLRA.
- ii. The appointment letter will officially announce their position within the organization, the place of assignment and the effective date of employment.
- iii. The appointment letter will carry annexes, specifying the employee's job description, terms of reference, salary and benefits and other relevant terms of

employment

### **3.4 Probationary Period:**

- i. A probation period of three months shall apply to all new employees from the date of hire.
- ii. Exceptionally, the probation period may be extended to six months.
- iii. In case, if a new employee fails to perform in accordance to expectations of CLRA staff/board, they will be given a notice, terminating the contract at the end of the probationary period.

### **3.5 Staff orientation:**

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

## **4. Remuneration:**

- i. CLRA believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair.
- ii. All employees of CLRA are entitled to a basic salary, depending upon their skills, qualification and experience.
- iii. The basic salary will be mentioned in the appointment letter.
- iv. The minimum basic salary of the fulltime staff would be 18000/- per month (the minimum salary should not be less than the statutory minimum wages)

### **4.1 Salary Increment:**

Annual salary increment will be in keeping with the trend of Consumer Price Index. Looking at the last decade, 6 percent annual increment will be budgeted.

### **4.2 Deduction from monthly basic salary/consultancy:**

After the probation period, the deduction from salary would be as follows:

#### **4.2.1 Employee Provident Fund (EPF):**

12 % of basic salary (Compulsory for all employee whose basic salary equal or less than Rs. 15,000/- per month and optional for all employee whose salary more than Rs. 15,000/- per month)

#### **4.2.2 Staff Self-help group contribution:**

Optional deduction: It is proposed that a Savings Self Help Group (SHG) may be constituted. Saving amount of Rs. 500/- per month would be deducted from basic salary of employee towards the SHG. Rules for the SHG may be framed after it is constituted.

### **4.3 Termination Allowance:**

- a. Employees, whose service of 5 year was not completed, will be paid termination allowance equal to the one-month basic salary.
- b. This condition would not be applied if employee is terminated due to irregularities
- c. This condition applies only when CLRA terminate an employee without prior intimation to him before one month of his termination.
- d. If an employee resigns from the organization, a 30 day notice will have to be given. Else the salary may be deducted.

## **5. Staff Welfare**

### **5.1 EPF:**

All regular employees are expected to set aside 12% of monthly pay to their provident fund. CLRA will contribute the same amount on monthly basis. Both the employee's and CLRA' contributions are deposited to Government PF Department. The provident fund can only be withdrawn / transfer upon the employee's resignation / retirement from CLRA.

### **5.2 EDLI:**

CLRA should be registered with EDLI and taken a policy with LIC of India. EDLI covers the risk of employees' life. A specific insured amount will be paid by LIC of India to nominee of the employee if casualty occurs during office hour with the employee.

### **5.3 Gratuity:**

- i. The employees who have completed 5 years of service, will be paid gratuity as mentioned in GGCA Policy of LIC of India.
- ii. After two months of resignation / retirement / termination, the employee will apply in prescribed format for the gratuity payment.
- iii. CLRA will forward this application along with recommendation to the LIC, GGCA Department Ajmer to receive the specific amount.
- iv. After amount receipt from LIC of India, CLRA will further disburse the same the same employee.
- v. Any liabilities of employee towards the CLRA led to deduction from gratuity amount.

### **5.4 Accident policy:**

CLRA will undertake a suitable accidental policy that covers the risk of accidents during working hours.

### **5.5 Family Mediciclaim Policy:**

CLRA will take a family medi-claim policy for every employee up to maximum limit of Rs. 2,00,000/- every year. The policy should cover mental issues as well. Covid 19 has seen a rise in the mental health issues and has impacted the well-being of the employees. The policy covers the medical risk of the employee, their spouse and their children (up to two). This policy will be on a paid basis.

## **6. Working days and hours**

- i. CLRA will follow 6 days a week working schedule from Monday to Saturdays. Sundays are considered non-working days.
- ii. The office shall open from 10.00 am in the morning till 06.00 pm in the evening. There will be half an hour lunch-break from 1.30 pm to 2.00pm
- iii. All employees are expected to complete 8 working hours daily
- iv. The Director may allow a particular employee to work from home in special cases.
- v. Various factors, such as workloads, operational efficiency, and staffing needs, may require variations in an employee's total hours worked each day. In such circumstances, the employee may have to work beyond the scheduled office hours withing the overall work hours stipulated per day. However, no overtime monetary compensation will be provided for staff.

## **7. Holiday and other leave:**

- i. All employees of CLRA are entitled to 30 working (15CL & 15PL) days off as paid leave per year. This leave is accrued monthly at the rate of 2.5 working days.

- ii. The calendar year for leave calculation will be January to December
- iii. The Team leader and accountant will ensure that the photocopy of Attendance Register should reach at head office on or before last date of every month
- iv. Accountant will calculate the leave every month before finalization of monthly salary

**7.1 Casual Leave:**

- i. Employees are entitled to 15 working days of casual leave with pay per calendar year.
- ii. Prior permission is to be taken from Secretary/Director in writing for two or more days leave.
- iii. For one day leave, employee has to inform his upper-level officer
- iv. Any leave taken by employee without prior approval in written led to deduction from salary
- v. Unused CL will lapse at the end of year

**7.2 Privilege Leave:**

- i. Employees are entitled to 15 working days of privilege leave with pay per calendar year.
- ii. Prior permission is to be taken from Secretary/Director for availing of Privilege Leave
- iii. Unused leave can be carried forward for next year
- iv. If the unused leave is not used in next year than it lapses automatically.
- v. No encashment will be given to the employee for unused leave
- vi. New employee has permission to take only one leave per month during the probation period. They can carry forward these for the duration of the probation period.
- vii. Any leave taken by employee without prior written approval will lead to deduction from salary

**7.3 Earned Leave (EL):**

- i. Employees who are required to work on Sunday or holidays are entitled to compensatory day off.
- ii. CLRA will keep records of number of hours/days worked by its employees on Sunday and holyday.
- iii. Request for compensatory leave shall be substantiated with this record and approved in advance by the Secretary/Director/ Team Leader.
- iv. Earning Leave can be taken with in the following week
- v. No two ELs can be taken consecutively

**7.4 Maternity Leave:**

- i. All female employees are entitled to maternity leave of 6 months
- ii. This leave can be taken in the manner of 1 month before delivery and 5 months after delivery
- iii. Prior permission is to be taken from Secretary/Director in writing
- iv. These leaves can be availed up to 2 children
- v. Leave exceeding more than 6 months, will be considered as without pay leave

**7.5 Paternity Leave:**

- i. All male employees are entitled to paternity leave of 15 calendar days
- ii. This leave can be taken in the manner of 5 days before delivery and 10 days after delivery.
- iii. Prior permission is to be taken from Secretary/Director in writing
- iv. This leave can only be given up to 2 children
- v. Leave exceeding more than 15 days will be consider as without pay leave.

**7.6 Menstrual Leave:**

All female employees are entitled to 1 day paid leave per month and second day as work from office/home as menstrual leave<sup>1</sup>. These will be separate from the privilege leave and casual leave.

### **7.7 Medical leave**

All employees are entitled to a 15-days paid medical leave in case of medical emergencies. The medical leave may be extended by another 15 days at the discretion of the management in case of extreme need.

### **7.8 Holidays:**

All employees are entitled to 15 days of paid leave due to public holidays. Public holidays are specified as follows.

1. Raksha Bandhan	1 day
2. Dipawali	2 days
3. Holi	2 days
4. Navratri Sthapna	1 day
5. Hariyali Amvasya	1 day
6. Id-ul-Fitar	1 day
7. Id-ul-Juha	1 day
8. Makar Sakranti	1 day
9. Shivratri	1 day
10. Janmashthmi	1 day
11. Christmas Day	1 day
12. Mohrrum	1 day
13. Dushherra	1 day

### **7.9 Absence:**

- An employee who is unable to come to the office is required to notify the office of the reason for their absence.
- Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:
  - i. An employee that has been absent for one consecutive working day without notice nor explanation shall be personally sought of by the Secretary/ Director/ Project Director / Project coordinator. They shall be asked to put in writing the reason(s) for their absence.
  - ii. If, after three consecutive days of absence, the employee continues to fail to give any explanation of the cause of their absence, the employee will be considered to have resigned from their position.
  - iii. In cases where the employee cannot give any satisfactory answer to the cause of their absences, in the judgment of the Secretary/ Director, the employee may be subjected to disciplinary action.
  - iv. Salary would be deducted for all the absent

### **8. Travel Policies:**

- Staff members may be asked to travel away from their usual workplaces on authorized missions.
- The policy on payment of travel allowances adopted by CLRA applies to all

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<sup>1</sup> <https://www.firstpost.com/world/explained-what-is-menstrual-leave-and-which-countries-allow-it-10666791.html#:~:text=Menstrual%20leave%20in%20India&text=In%20January%2C%201992%2C%20a%20state,Bill%2C%202017%20in%20Parliament.>

- employees regardless of job category or status.
- It also applies to the consultants, when mentioned in their agreement.
- After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available.
- The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached.
- All employees have to maintain the movements register on daily basis for each travel at their head quarter
- See the Salary Committee Report for recommendations 2021 for suggestions.

All the travel expenses will be reimbursed as follows:

### **8.1 Local Travel / Field travel:**

- The actual expenses will be reimbursed if proper justifying documents (original receipts, travel tickets) are attached.
- The expenses like accommodation or food expenses will not be reimbursed for local travel. In exceptional case prior permission would be taken by employee from concern officer.
- If any individual is using personal vehicle (Motorcycle) for CLRA related work, they can be reimbursed at the maximum rate of Rs. 4 per KM local traveling if following requirement are fulfilled:
  - a. Vehicle insurance
  - b. Driving license
  - c. Employee will maintain the vehicle log book on daily basis with proper purpose of travel
  - d. All the travel bills and log book should be verified by the project coordinator
- To each employee will provide the fixed limits of vehicle km & monthly traveling expenses. For that an office order will be circulate to employee by Secretary/Director of CLRA every year. The maximum limit of sanctioned km for each month and for local travel will be mentioned in this office order.

### **8.2 Outside Travel:**

- The actual expenses will be reimbursed if proper justifying documents (original receipts, travel tickets) are attached.
- CLRA will pay only surface transport as far as possible, i.e., bus, train, taxi etc.

**Maximum claims for travel shall as follow:**

<b>SN.</b>	<b>Category of staff</b>	<b>Mode of</b>	<b>Max. Limits travel</b>
01.	Support personnel	Train	III AC
02	Support personnel	Bus	Sleeper/Seat
03	Support personnel	Air	On prior permission
04	Professional Category	Train	III AC
05	Professional Category	Bus	Sleeper/Seat
06	Professional Category	Air	On prior permission
07	Management Category	Train	II AC
08	Management Category	Bus	Sleeper/Seat
09	Management Category	Air	if essential

- The employees have to take prior permission from Secretary/Director for deviating from these norms, else reimbursement would not be possible beyond the limit.
- The private transportation/taxi/car hire must be shared by more than two member of CLRA with prior written approval from Secretary / Director.
- Traveling expenses which is reimbursed by other organization would not be reimbursed by CLRA
- In view of the need to keep travel expenses within the budget limits, the Director may ask the staff to economise on travel expenses.

### 8.3 Accommodation:

All employees and volunteers are entitled to claim expenses incurred for accommodation for official trips outside. Claim for accommodation will be reimbursed upon submission of original bills/receipts.

**Maximum claims for accommodation shall be as follows:**

Sr. No.	Place	Personnel & Professional Category	
		Boarding	Lodging
01	Metropolitan city	Rs. 600/-	Rs. 2500/-
02	City (District)	Rs. 500/-	Rs. 2000/-
03	Small city (Block)	Rs. 400/-	Rs. 1500/-

- Above rate are applicable for 24 hours.
- If required other than the above-mentioned limits than employee have to take the prior written permission from Secretary / Director other-wise reimbursement would not be possible.

## 9 Staff Movement:

### 9.1 Assignments and Transfers:

- According to project needs, any employee can be transferred temporarily or permanently to any location where CLRA conducts its activities.
- The transfer may be the result of a promotion, a change in role due to service requirements or other reasons.
- A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal. In addition, the employee concerned shall be notified one month in advance of their change in situation.
- The actual transportation expenses will be reimbursed if proper justifying documents (original receipts, Bill, travel tickets) are attached.

### 9.2 Interim positions and promotions:

- An employee may be called on to temporarily perform a job in a higher category. That does not automatically give him/her the right to the salary and benefits of this position. However, after a reasonable amount of time, CLRA shall reclassify the employee in the category of the new job or return him/her to their former duties.
- An employee who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee will be reclassified in the new job category and at a salary scale level higher than his former position. If the trial period is not satisfactorily completed, the employee will be reinstated in a position at the same level as their former position.

## **10 Prohibition on Outside Employment and/or Engagement:**

Full-time regular employees of CLRA are not allowed to undertake outside employment. However, in exceptional cases, individual staff may take up consultancy assignments with the permission of the Director. In such cases, half the consultancy amount will be deposited with the organization.

## **11 Termination of Employment:**

**11.1 Conditions for Termination:** Employees shall lose their jobs under any of the following conditions:

### **11.1.1 Voluntary Resignation:**

- i. Personnel wishing to resign from post may do so by giving a resignation letter to the Executive Director/Secretary/Project Director stating the reasons for resignation and effective date of the same. Thirty days prior notice is required for such resignations.
- ii. The date in which the resignation letter is received at the CLRA office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits

### **11.1.2 Redundancy of the Position:**

Depending on the nature and volume of its operation, CLRA may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from CLRA with proper notice. While doing so, CLRA will give at least 30 days' notice in advance.

### **11.1.3 Termination with cause:** Grounds for employee terminations are the following:

- i. Continuing inefficiency and gross negligence of duty.
- ii. Fund embezzlement.
- iii. Misuse of office equipment, and other properties.
- iv. Repeated unauthorized absences and leaves
- v. Intoxication while on official business or within office premises
- vi. Unauthorized disclosure of official information
- vii. Repeated misbehaviour with colleagues including physical violence
- viii. Sexual harassment of colleagues
- ix. Implication in a Cognizable criminal case

### **11.1.4 Retirement:**

- The age of retirement is fixed at 60 years.
- However, this can be extended by a two-year term after the recommendation of the Director and approval of the Board.
- The extension can be given for a maximum of two terms.
- When an employee reaches the age of retirement, according to the organization's policy, the employment relationship comes to an end. CLRA shall notify the employee by letter, stating the date the employment terminates.
- The retiring employee shall receive salary up the date of departure and other allowances such as the Provident Fund, as specified in their agreement.

### **11.1.5 Death:**

When an employee dies, their salary and benefits will automatically be paid to their legal heirs. Upon humanitarian grounds, three months of salary may be paid as survival allowance..

### **11.2 Settlement after termination / resignation:**

- Employees have to request for final settlement of his / her accounts, releasing of NOC certificate and experience certificate.
- On receipts of above request from employee. The concern officer will release the same within 7 working days.
- No dues will be released by project coordinator/director.
- Experience certificate will be released by office manager duly signed by Secretary / Director / Project Director.
- On receipt of copy of no-dues, accounts department will settle his / her accounts
- Guidelines for issuing NOC:
  - The NOC would be taken from Finance Department, Administrative Department and Programme Department.
  - Programme Department will issue the NOC after receiving the all-relevant documents including soft copies & hard copies from employee who are leaving the organization.
  - Administrative department will issue the NOC after receiving the assets / contents of CLRA, lying with employee leaving the organization.
  - Finance Department will settle his / her accounts and issue the NOC after receiving copies of NOC from Programme Department & Administrative Department.

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

- i. CLRA will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.
- ii. The employee is given 15 working days to submit their explanations.
- iii. Based on the written explanations submitted by the employee concerned and the strength of evidence presented, CLRA may choose to decide on the charges or pursue further investigation of the case.
- iv. CLRA can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:
  - a. Should the employee be in a position to tamper with the evidence against him/her.
  - b. Should the employee's continuing presence in the organization be deemed inimical to the interest of the organization

## **12 Conflict Management:**

Whenever a dispute arises among the staff of CLRA, it shall be resolved in a constructive manner, i.e., the solutions shall lead to positive changes.

Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director/ Secretary immediately.

## **13. Staff Behavior:**

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

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

### **13.1 Political Activities:**

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

### **13.2 Discrimination and Harassment:**

- Under the principles established by CLRA, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work. (Also please refer Women Policy)
- Implementation of POSH is mandatory.

### **13.3 Conflict of Interest:**

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

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

### **13.4 Grievances / Objection:**

If an employee feels unfairly treated by circumstances that infringe on their rights or change their employment conditions, they should discuss the situation with their immediate supervisor. If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, they can submit a grievance to the

Executive Director/Secretary, who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

## **14. Performance Evaluation and Skill Training:**

### **14.1 Performance Evaluation System:**

- The performance evaluation system is a means by which CLRA can increase its efficiency and that of its employees.
- The purpose of the system is for the organization to fulfil its mission by attaining its objectives and for employees to grow and feel fulfilled through proactive performance supervision.
- The system enables, among other things, the harmonizing of individual employee objectives with those of the organization, the measuring of employee potential and

work performance and the support of employee improvement by working with them on their development needs.

#### **14.2 The annual performance evaluation seeks specifically to:**

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

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

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

#### **14.3 Elements of the Performance Evaluation System:**

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

##### **14.3.1 Performance planning:**

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

##### **a) Job description or list of duties**

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

##### **b) Setting of objectives**

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

##### **c) Individual action plan**

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

##### **14.3.2 Performance Monitoring and Management:**

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

##### **a) On-going Supervision**

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

##### **b) Regular Communication**

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

##### **c) Periodic Evaluation**

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

#### **14.3.3 Annual Performance Evaluation:**

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

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

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

#### **14.4 Skill Training and Professional Development:**

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

- Four-day training programme every other (second year) – for all employees
- Organization must send the employees to conference/conventions every year for their skill development

#### **14.5 Other:**

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

## **15. Management Structure**

15.1 The Executive Committee is the highest decision-making body of the organization.

15.2 The Executive Committee will appoint a Director who will be the Chief Executive of the organization. The Director is to be appointed for a term of three years. Same individual can occupy the designation for maximum of two consecutive terms consisting of three years each. It is imperative that the opinion of the employees be considered during the appointment. The position should be filled through internal recruitment. External recruitment should be resorted to only if there is not a single eligible candidate from within the organization. The appointee should have

knowledge about the intricacies of work in CLRA, who has had experience of working with the team members and under the ideology of the organization.

15.3 There will be a Coordination Committee comprising of both Junior and Senior staff members to ensure collective decision making. The Coordination Committee will be elected by the staff in a democratic manner. It is expected that major organizational decisions will be referred to the Coordination Committee by the Director for guidance and verification. The Coordination Committee may also take up any matter that it deems fit for its consideration.

## **16. Communication Policy for CLRA Office Management:**

### **16.1 Purpose:**

The purpose of this policy is to control and reduce the communication cost in an effective way.

### **16.2 Mobile expenses of employee:**

CLRA will pay to all the employees for their mobile expenses of Rs.400/- month.

Note: There is no need to produce the bills for mobile expenses. CLRA will add mobile allowance of personnel to their monthly salary.

### **16.3 Internet data card:**

Movable data card or Wi-Fi for internet purpose should be available at all Ahmedabad, Udaipur and all regional offices.

## **17. Computer Policy of CLRA for office management:**

### **17.1 Purpose:**

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

### **17.2 Use:**

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

### **17.3 Security:**

- a. In order to safeguard the computers against viruses, the external drives (CDs/hard drives/external drives/ pen drives) that are at CLRA office are only to be used. In the same way, no external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with latest anti-virus software.
- b. In order to safeguard computers from viruses, antivirus software has been installed in the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update the virus list on their computer.
- c. There should be at least two backups of all important documents. One copy should be on the hard disk of the computer assigned to the concerned employee and a second copy on an external drive kept in the office.
- d. The computers of the CLRA should normally be used by its employees. Consultants and volunteers should seek prior permission of CLRA employee before using their computer in the office

#### **17.4 Data backup of documents on the computers:**

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

#### **17.5 Back-ups of Documents:**

In order to safeguard important documents and other work done by the staff, the back-up directory of the employee shall be backed up on hard-drive once every week and the same be stored by the employee.

### **18. Policy for Partnership with other NGO**

#### **18.1 Eligibility of NGOs for Partnership:**

A great need is felt for laying down in clearly spelt out terms the criteria to select NGO partners. Some indicative criteria for partnership with the NGOs are as follows: -

1. The NGO should be duly registered under the Societies Registration Act, Public Charitable Trusts Act, Companies Act, etc. and must have sufficient experience in running projects for at least 3 years.
2. The NGO invited for partnership must have sound financial capacity / back up to meet contingencies / unforeseen problems.
3. The eligible NGO should have sufficient experience in managing/running social welfare programmes/institutions
4. No NGO having pending legal disputes and or enquiries in connection with offences like cheating, misappropriation of funds, dismissal of employees, exploitation of beneficiaries would be considered under the partnership program.
5. The case of black -listed NGOs by any govt. agency like CAPART, Department of Women and Child Development, Ministry of Social Justice and Empowerment, etc. will be summarily rejected.
6. The following documents should be demanded from the partner organization
  - a. Copy of registration certificate of the organization
  - b. Memorandum of society / trust deed
  - c. List of Executive Committee along with contact details
  - d. Copy of audit report for last three years (Audit report should contain annexure like Balance Sheet, Income & Expenditure Accounts, Receipts & Payment Accounts, details of fixed assets, notes on accounts
  - e. Copy of Income tax returns last three year
  - f. Copy of certificate under section 80G
  - g. Staff details
  - h. Annual progress report of the organization for last three year
  - i. Copy of financial and personnel policy of the organization
  - j. Copy of registration under FCRA
  - k. Copy of PAN of the organization
  - l. Copy of TAN of the organization
  - m. Copy of registration under section 12A
  - n. Bank Account details in which fund of CLRA will be deposited
  - o. Organizational structure

#### **18.2 Some General Issues Pertaining to Selection of NGO Partners and Operationalization of the Partnership:**

1. NGOs approved for project will be provided funds

2. In case, the NGOs are interested in CLRA Project, the NGOs will have to submit their proposals for that Project along with financial requirement. NGOs will be short-listed based on fulfilment of eligibility and selection criteria. A duly constituted committee will then evaluate the comparative costs of short-listed NGOs for the particular Project.
3. All NGOs approved for engagement with the CLRA will be required to sign an agreement/ MOU with the CLRA
4. The detailed MOU/ Agreement will be finalized by the CLRA (Project coordinator & finance department) keeping in mind the general conditions prevailing in such institutions and also special conditions.
5. In case any inability to provide the desired quality of the Project, break-down in functioning of any institution, any unlawful activity, misuse of funds/property, resources etc. is established, the agreement will be terminated after a summary inquiry.

### **18.3 Monitoring & Evaluation:**

The functioning of the NGO will be monitored closely by a committee consisting of Project coordinator of CLRA, Finance manager of CLRA, other representatives of CLRA, experts, academicians, etc. with a view to suggest improvements and release of payments will be contingent upon recommendations of the monitoring committee. Such a committee will be Visiting/inspecting the NGO at least once in a quarter to assess its functioning and the quality of services provided to beneficiaries. However, annual performance evaluation of the collaborative project may be conducted by a third party, a few weeks after the year end. A satisfactory evaluation report will be the basis for continuation of the agreement with the NGO

## **19. Gender policy of CLRA:**

CLRA has circulated the Gender Policy to ensure a safe and secure work place for women employees. participation of women in for the Empowerment of women for implementation CLRA has prescribed some goal and objectives as per point as under:

The goal of this Policy is to bring about the advancement, development and empowerment of women. The Policy will be disseminated so as to encourage active participation of CLRA for achieving its goals. In the directions to eradicate the social gender discrimination from society and to provide greater diversity in the work of CLRA.

### **19.1 The objective of this Policy includes:**

#### **19.1.1 In the context of personnel working in CLRA:**

1. The involvement of males and females will be equal in the executive board of CLRA
2. Creating an environment through positive social policies and through special training camp for full development of women to enable them to realize their full potential.
3. CLRA will provide the vehicle facility for field level travel. Priority to be given to female workers.
4. The working area of female workers will be changed under special circumstances.
5. Up to 2 children, at the time of delivery the maternity leave would be given to female workers for 6 months. For the period of maternity leave, salary will be given to her. The paid paternity leave would be given to male workers for 15 days.
6. Being first wife, if personnel would re-marry then the male employee will be terminated from CLRA.
7. Implement POSH Act and ensure adherence to the provisions as per the law. Ensure trainings are conducted for awareness about the Act among the employees

8. Organization will not entertain any form of gender-based discrimination under any circumstances.

**19.1.2 In the context of entire society and community:**

To eliminate the gendered discrimination and all forms of violence against women and the girl's child; and to building and strengthening partnerships with civil society, particularly women's organization, the following activities will be conducted by CLRA:

1. CLRA will make special efforts to link the girls with education for the age group from 6 to 14 years.
2. 50% participation of women will be ensured at all level of communities formed by CLRA.
3. CLRA will undertake active advocacy with the government for sincere implementation of Women Policy which is declared by the Government of India.
4. The people's movement will be organized by CLRA against exploitation of women, torture and repression. For this the advocacy programme will be organized by CLRA through various forums and Law Councils of women's rights.
5. The necessary activities will be organized by CLRA for male sensitivity towards women (colleagues as well as community).
6. The intensive work would be done by CLRA, to improve the health status of women.
7. Women's economic independence and independent decision-making process will provide positive incentives to foster female leadership.
8. Keeping in mind that rapidly declining girl's child sex ratio in urban areas and rural areas, extensively campaign would be organized against female foeticide.

In addition, organization will undertake activities of their employees to improve physical, mental, intellectual, spiritual, social, economic and political situation of women's individual and collectively is conducive to their well-being, to create a conducive environment for that is enabling them to be empowered, dynamic, creative, confident, full of importance and understood. They become able to keep themselves healthy, getting education and the ability to establish self-reliant as possible. Additionally, they can set the value of their overall strength and dynamism. To be able to exercise her freedom to express and grow in the organization unhindered.