

HUMAN RESOURCE MANUAL

2007



PRAYAS

Organisation for Sustainable Development
www.prayas4development.org

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1 Profile of PRAYAS

1.1 Inception of PRAYAS

PRAYAS has permanent FCRA number, 80-G certificate and 12-a registration. The organisation was founded by seven members, having different academic background and wide range of experiences. The founder members are well-known consultants like Binoy Acharya (director, Unnati), Prof. Late Anilbhai Bhatt (IIM), and Tushaar Shah (Ex. Director, IRMA). All three also agreed to be the Board members of PRAYAS and developed Memorandum, Rules, and Regulations were decided with long series of discussion and the finally organization was registered.

PRAYAS was registered on the 11th of November 1997 under the Trust Registration Act 1950 and the Society Act 1860.

1.2 Vision and Mission

Prayas has the following vision, mission, objective and strategy.

Vision:

PRAYAS envisions a society where people are aware of their rights and duties and have equal opportunities for their social and economic advancement.

Mission:

PRAYAS' mission is to unite socio-economically deprived, underserved or those lacking access to basic rights and services to the mainstream through its social and financial interventions. It aims to bring perceptible positive changes by enabling access to financial and/or social services to at least 25,000 households by 2012.

Objectives:

1. To develop Community Based Organisation (CBOs) of mainly women, which will be the primary forums for majority of interventions of Prayas.
2. To establish a sound and professional micro finance programme to provide access to financial services to those who presently lack it.
3. To strengthen CBOs by making them aware of their rights and empowering them to assert these rights to protect themselves against any form of exploitation.

Approach/Strategy:

- To organize underserved, deprived, and destitute people - especially women - and unite them.
- Build up the capacity of CBOs to establish a self-sustaining system of CBOs for social and economic changes.
- Disaster preparedness is incorporated in all programs and activities as PRAYAS is working in disaster prone areas.
- Promote local self-governance for sustainability of the program's impact.

Programs:



The following programs are to be addressed with and by women and destitute people of working areas.

- Develop CBOs, mainly for the underserved women and vulnerable communities.
- Livelihood promotion – On and off the farm through CBOs.
- Microfinance – credit, savings (encouraging savings within community structure) and insurance.
- Awareness of basic rights.

1.3 Activities and operational Area

January 1998 onwards, the organization started working for the poorest sections of the society mainly backward, schedule caste and schedule tribe families of Jhabua District (MP) and Dahod District (Gujarat).

Initially, the organization worked on community based natural resource management through watershed management for livelihood upliftment of the tribal community. The gradually increased in its size and started operations in other parts of Gujarat as well.

Prayas was actively involved in the relief work after the Bhuj earthquake. Thereon, the organisation has continued to carry out various activities in Gujarat. At present the organisation is working in Jhabua (MP), and in Dahod, Surendra Nagara, Rapar and Anjar in Gujarat.

The main areas of interventions are community based natural resource management, capacity building of village communities (with the focus on women), savings and credit program, income generation activities of SHG members, strengthening local self-governance, taking up issues of basic rights and water and sanitation.

After the Kutchh earthquake, PRAYAS has started participating in community based rehabilitation programs for 20 villages of Anjar Taluka since March 2001 with support from Action Aid India.

Now Prayas is working for the vulnerable communities of 45 villages and 14 urban slums in Anjar Taluka and 40 villages and 8 slum areas in Rapar Taluka of Kutchh. In the Dahod unit, Prayas is working in about 20 villages of Garbada and Jesawada Taluka. In Jhabua (MP) unit, Prayas is working in 38 villages of Bhabra & Udaigarh Block of Jhabua District. In Surendranagar, Prayas is working in 15 villages of Vadhwani and Limdi Taluka.

1.4 PRAYAS' Financial Partners

PRAYAS has experienced to work with many financial partners like; Zilla Panchayat - Jhabua, Cord Aid, CASA, IGSSS, Action Aid India, GEC, CARE India, OXFAM (UK), CONCERN World Wide, IOM, GSACS, Women and Child Development Department, WASMO, Ford Foundation (through Samarthan – Bhopal and Unnati, Ahmedabad), American India Foundation, Help Age India for the various development issues.

1.5 PRAYAS BOARD



Sr No.	Name	Board Designation	Experience	With PRAYAS since
1	Dr. Yogesh Kumar	Chair-person	Director, Samarthan, Bhopal, M.P.	Year 2002
2	Bhadresh Rawal	Director	Working as Director of PRAYAS	Nov. 1997
3	Dilip Dave	Trustee	Working as a Project Director of PRAYAS	Nov. 1997
4	Mrs Sadhana Streubel	Trustee	Initiator, Kalyani Organization	Year 2001
5	Ms. Jayshree Vyas	Trustee	Director, Sewa Bank, Involved in social development activities in Gujarat for the last 20 years	July 2006-07
6	Nilesh Desai	Trustee	Director, Sampark, Jhabua (MP)	Year 2006
7	Mr. Arun Joshi	Trustee	Development researcher and associated with the training center, GVT	Year 2004

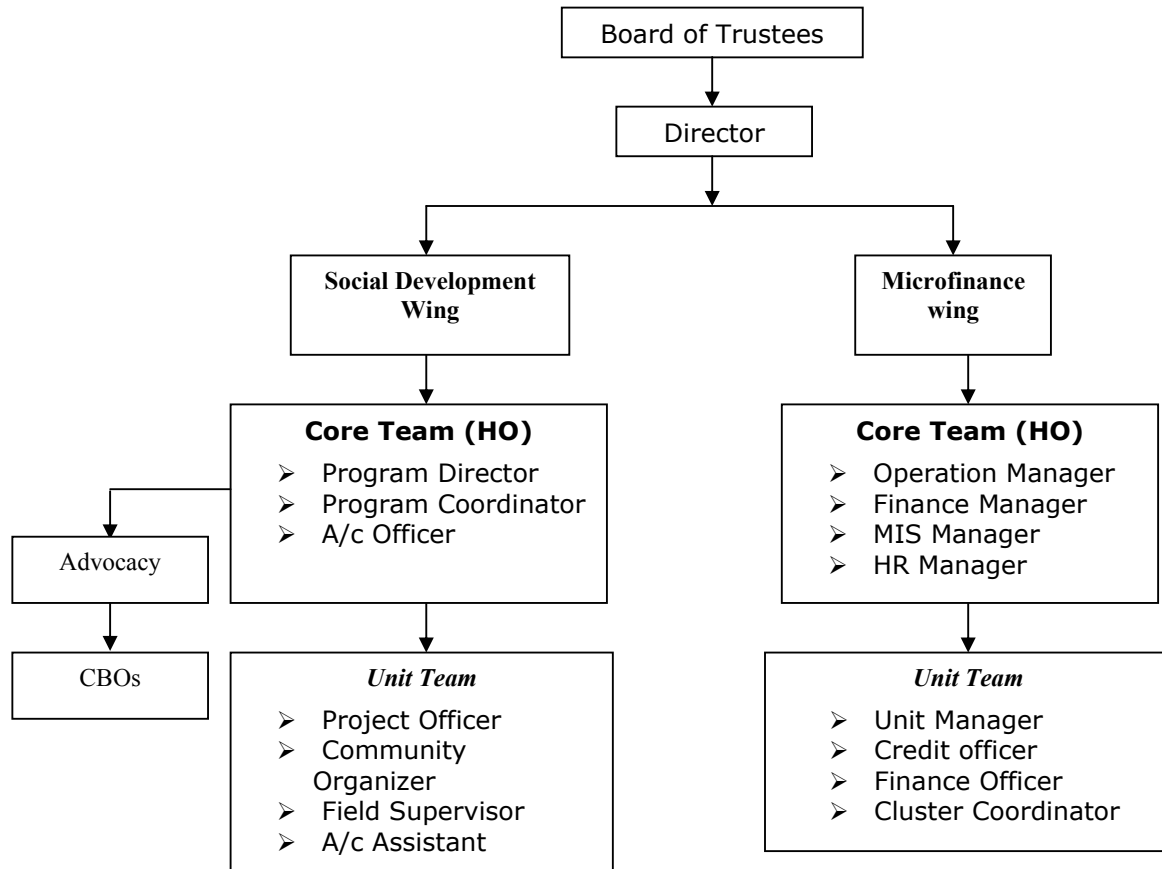
1.6 Office Addresses:

<p>PRAYAS – ANJAR 60 Maruti Nagar, Meghpar Road, Anjar, Kutchh District, Gujarat, PIN 370110 Phone: +91 02836 246493, 09426328691 Email: mail@prayas4development.org</p>	<p>PRAYAS - DAHOD 1 Shrijee Apartment, Chakaliya Road, Dahod, Dahod District, Gujarat, PIN 389151 Phone: +91 02673 247061, 0927361061 Email: prayas_dd_dahod@yahoo.co.in</p>
<p>PRAYAS – RAPAR Savla Sadan, Near Savla Hospital, Rapar, Kutchh District, Gujarat Phone: +91 02830 221584</p>	<p>PRAYAS – SURENDRANAGAR Ratnadeep Society, 80 ft Road, Behind Modern Classes, Surendranagar. Phone: 09879963658</p>
<p>PRAYAS – BHABRA Near Police Thana, Kathiwada Road, Bhabra, Jhabua District, Madhya Pradesh, PIN 457882, Phone: +91 07393 271406, 09425938038</p>	



2 Human Resource Management

2.1 ORGANOGRAM



2.2 ROLE & RESPONSIBILITY OF TEAM MEMBERS

Micro Finance Wing:

Operations Manager:

1. S/He has to develop M.F. system and procedures of the micro finance program with core team members of micro finance wing.
2. S/He has to maintain and update M.F. system and procedures on a regular basis.
3. S/He has to develop orientation program for the field team.
4. S/He has to manage and maintain resources- human, financial, assets, etc to make cost effective operation of MFI.
5. S/He has to guide unit manager for geographical coverage of working area, clustering, and cluster networking.

Finance Manager:

1. S/He has to maintain fund flows for smooth operation at each unit of MFI.
2. S/He has to update the financial status to the Operations Manager and Director.
3. S/He has to handle regular fund request and repay instalments to the financial institutes.
4. S/He has to make a profitable MFI through economic operation & fund management.

MIS Manager:

1. S/He has to develop Management Information System at two levels; centrally & unit wise.
2. S/He has to maintain MIS at central office and assist to Finance officer to maintain at unit level unit and update regularly.
3. S/He has to provide different reports to the Director & core team members on regular basis.

Human Resource Manager:

1. S/He has to develop H.R. policy with core team members & orient to existing team members and new comers.
2. S/He has t recruit and orient new members about organisation culture, system and procedures.
3. S/He has to update personal file of each team member.
4. S/He has to revise H.R. policy on regular intervals with core team.

Unit Manager:

1. S/He has to provide guidance and direction to unit team members.
2. S/He has to develop teamwork culture in the unit.
3. S/He has to do Plan and review on regular basis.
4. S/He has to organise training / exposures for team members.
5. S/He has to report to the core team members on a regular basis.
6. S/He has to do all efforts to make the unit profitable- economical operation with minimum Rs. 60 Lac portfolio.



Credit Officer:

1. S/He has to provide guidance and training to the Cluster Coordinators.
2. S/He has to identify and develop 4 clusters with a total of 1500 active clients of 2000 members of 200 SHGs.
3. S/He has to maintain Loan portfolio of Rs. 60 Lac only.
4. S/He has to do orientation to SHGs/ JLG leaders & members.
5. S/He has to maintain all data of clients and report to the Unit leader.
6. S/He has to attend cluster meetings, take loan repayments, and handle requests for further loans.
7. S/He has to facilitate CC for Micro finance plus activities like- insurance.

Finance Officer:

1. S/He has to maintain Book of accounts
2. S/He has to prepare financial statements on regular basis.
3. S/He has to do reconcile various books of accounts with MIS on regular basis.
4. S/He has to do Report to Finance manager & Unit manager

Cluster Coordinator:

1. S/He has to develop women SHGs or men JLGs of marginalised, needy, poor families of cluster areas. Each Cluster has to maintain ratio of a minimum of 350 active clients out of a total of 450-500 members of 45-50 SHGs or 150-175 JLGs.
2. S/He has to organise training with help of C.O. for the SHG and JLG members.
3. S/He has to facilitate SHGs to maintain records- savings & credit register, meeting minutes etc.
4. S/He has to collect loan demand, do initial assessment, and give loan papers to the Credit Officer.
5. S/He has to organise cluster meetings and develop repayment schedules.
6. S/He has to do Micro finance plus activities like- insurance.

Social Wing:**Program Director:**

1. S/He has to do plan of different developmental programs of the units to achieve organization goal.
2. S/He has to develop project proposal of the program and submit to concern funding agencies.
3. S/He has to provide direction to program coordinators & do regular review of project achievement.
4. S/He has to do report to Director on regular basis.

Program Coordinator:

1. S/He has to do plan & review of different project of the program to achieve over all program goal.
2. S/He has to provide guidance to project officers to implement the projects.
3. S/He has to do report to Program director.

Account Officer:

1. S/He has to prepare budget of projects along with program coordinator
2. S/He has to maintain different projects accounts on regular basis.
3. S/He has to provide guidance to Account assistant.
4. S/He has to do report to Program coordinator & project officer.

Project Officer:

1. S/He has to implement the project as per planned in proposal.
2. S/He has to provide guidance to project team
3. S/He has to do report to Program coordinator

Community Organiser:

1. S/He has to organise targeted community in community based organization (CBOs).
2. S/He has to organise training & exposures on different developmental issues.
3. S/He has to do plan & implement of different project activities in CBOs.
4. S/He has to do report to Project officer.

Field Supervisor:

1. S/He has to provide technical guidance to CBOs
2. S/He has to supervise field activities on regular basis.
3. S/He has to do report to Project officer.

Account Assistant:

1. S/He has to maintain books of accounts of projects.
2. S/He has to report to Account officer & project officer on regular basis.



2.3 SALARY PACKAGE

Micro Finance Wing:

Designation	Qualification	Experience	Salary	Incentive
Operations Manager	P.G.	>5 years	12000	7000
Finance Manager	M.Com	>5 years	8000	4000
MIS manager	P.G.	>5 years	8000	4000
HR manager	P.G.	3-5 years	8000	4000
Unit Manager	P.G.	3-5 years	8000	4000
Credit officer	Graduate/P.G	1-2 years	5500	3500
Finance officer	B.com	1-2 years	5000	2000
Cluster Coordinator	12 th Passed to Graduate	1 year or Fresher	2500	2500

Note: Prefer internal promotion of existing team members.

Performance indicator: Cluster Coordinator

SHG\ Active Borrowers	<70	71-125	126-200	201-250	>250
>30	0	250	500	250	1000
21-30	250	400	400	800	NA
11-20	250	400	650	NA	NA
<10	0	250	NA	NA	NA

Note: Revision at 6 monthly. 25 % increase over previous year's performance.

Performance indicator: Credit officer

O/s loan\ Repayment rate	<90%	>90-95%	>95-98%	>98%
>40 Lac	0	2800	3100	3500
30-40 Lac	0	2600	2900	3100
20-30 Lac	0	2400	2700	2900
11-20 Lac	0	2300	2500	2700
7-10 Lac	0	2100	2400	2500
<7 Lac	0	0	500	800

Social Wing:

Designation	Qualification	Experience	Salary	Incentive
Program Director	P.G	>5 years	12000	7000
Program Coordinator	P.G.	>3 years	8000	4000
Account Officer	M.Com.	>3 years	8000	4000
Project Officer	P.G.	>2 years	5500	3500
Field Supervisor	Graduate (Tech.)	>1 years	4000	2000
Community Organiser	Graduate	1 year or Fresher	3000	2500
Account Assistant	B.Com.	>1 years	3000	2500



3 SERVICE MANUAL

PREAMBLE

PRAYAS (Organisation for Sustainable Development) has developed HR policy manual for the team members of each projects of each unit. The Board of Trustees of the organisation frames and adopts the following rules and regulations for employees engaged in the organisation for both in contract and permanent basis.

This Employee Handbook has been prepared to help you get familiar with the key policies, benefits, regulations and codes of conduct at PRAYAS. We hope this Handbook will be useful and will help you plan and enjoy the benefits and opportunities that PRAYAS provides.

This Handbook is intended for internal circulation only. It is subject to change as necessary to remain in compliance with appropriate government regulations and PRAYAS's policy. The contents of this Handbook will be modified from time to time and amendments will be issued. Interpretation of the Handbook by the management is final. If you need any clarification or further information on any aspect of this Handbook, you can get in touch with your Unit leader who will be happy to help you.

A. INTRODUCTION

In all matters, PRAYAS deals with people, not paper, nor the rigid application of policies. However, it is important to have guidelines for dealing equitably with all employees. The purpose of this handbook is to ensure that:

- All staff members receive fair and equitable treatment in accordance with the Statement of Equity;
- PRAYAS is able to continue to attract, motivate and retain high calibre individuals;
- The work environment recognizes the dignity and worth of each staff member, and creates a climate of mutual respect and understanding.

Statement of Equity

PRAYAS is committed to preserving the equity of all employees regardless of sex, race, colour, gender, national origin, ancestry, religion, age, disability, health status, marital status, or sexual orientation. PRAYAS will strive to give each person equal opportunity and treatment within the organization.

1.1 CODE OF CONDUCT

PRAYAS recognizes certain values as important to corporate ethics and operational success. These values will pervade all levels of PRAYAS, and are particularly important in staff dealings with the public. The following code of conduct outline the values PRAYAS expect staff to uphold.

- We will always be honest, cordial and straightforward with our targeted communities, fellow employees, suppliers and supporting institutions. We will also maintain all organizational information in the strictest of confidence.



- We will act with integrity and trustworthiness. We will observe the highest ethical principles to ensure that no organisation's policy, procedures or positions are abused for any personal or family gain or benefit.
- We will maintain clean and neat personal appearances whether in the office, visiting field, attending to suppliers or support agencies, or wherever we may represent the organization.
- We will maintain proper cleanliness, security and organization of all office equipments, materials, working space, records, vehicles and buildings.
- We will be diligent, hard working, efficient and effective in our working styles. We will not use company time or privileges to conduct personal business.
- We will act creatively, confidently and courageously to share the best values and ideals we bring to every interaction, whether with clients, staff or other persons. We will seek positive solutions and outcomes for all concerned, in any relationship or interaction we undertake.

1.2 DEFINATION

In these rules, unless there is anything repugnant in the subject or context, the following terms should have the meaning assigned to them:

- a. 'Attendance' means presence of the employees concerned at the place or places where she/he is required to report for duty after getting the attendance marked.
- b. 'Board' means the Board of Trustees of PRAYAS and shall include any committee of the Trustees.
- c. 'Contract Employee' means person who has engaged for a fixed period of duration on contract basis in connection with the work of the project and has not been employed permanently on regular basis. The mere fact that if the period of the term has been prolonged beyond the fixed term of period or that if such person is required to do the project work which is of permanent or of perennial nature, will not PRAYAS right to such employee to claim permanency or permanent appointment.
- d. 'Competent Authority' means the Director of PRAYAS or any other employee (s) authorised on his/her behalf for exercise of the powers under these services rules.
- e. 'Management' means Director of PRAYAS or any other employee (s) authorised on his/her behalf for exercise of the powers under these services rules.
- f. 'Director' means the Director of PRAYAS
- g. 'Work premises' means/includes premises and precincts of the working area/offices including additional units owned, hired and/or managed by the organisation and includes place or places where any employee is required to be present.

1.3 ADMINISTRATION



The HR Manager is responsible for the administration of the Human Resource Policy Handbook. At the time of employment, a number of decisions are made between PRAYAS and the employee regarding specific application of these policies. Not all situations will be covered by this document and there will be exceptions. Any unclear statements or subject matter not covered in this policy should be addressed with the HR Manager. Each individual staff member is responsible to read and understand these policies. Signature on your employment contract indicates your acceptance of these policies.

This handbook is effective 1st April 2007. Administering and updating these policies will be a continuing process. Staff management will review the HR Policy Handbook periodically. All staff will be informed of additions and amendments to this policy through written documentation.

When a staff member wishes assistance with the interpretation of the HR Policy Handbook or has a concern not specifically covered by either the policies or grievance process, the HR Manager may be contacted for confidential counselling.

B. GENERAL POLICIES AND PROCEDURES

1. RECRUITMENT & SELECTION:

PRAYAS's fundamental recruiting principle is to select the most suitably qualified candidate for a position.

- PRAYAS is an equal opportunity employer. Equal employment opportunity is the principle that employment decisions are based on criteria relating to the applicant's ability to do the job, not on factors that are unrelated to job performance (such as race, colour, sex, gender, national origin, ancestry, religion, age, disability, health status, marital status or sexual orientation).
- Where possible, preference for a position will be given to existing employees of PRAYAS.
- Recruitment will be conducted on a competitive basis, to ensure the best employees are hired.
- For middle level & field level post vacancy, Advertisement will be given in local news paper & refer bio data file. For management level vacancy, advertisement will be given on website and National News paper.
- Job Application will be invited in prescribe formats.

Administration:

The HR Manager will co-ordinate the recruiting process. In all circumstances the next two levels of management must be consulted. The hiring manager's direct supervisor must **approve** the final selection



prior to any offer of employment. For the recruitment of very senior positions, it may also be appropriate to establish a search committee.

2. COMMENCEMENT OF SERVICES

PRAYAS is happy to have you as a part of the organization and with a hope to ease the unfamiliarity of the new work surroundings, presents this Employee Handbook.

Services of an employee on contract shall be deemed to commence from the working day on which he/she reports for duty/job.

On the first day, new employee required furnishing the following documents:

- Joining letter
- Salary Certificate (TDS Statement) from previous employer
- Relieving letter – from previous employer, if working
- Proof of Qualifications (Certificates/ Mark sheets)
- Medical fitness certificate, if required
- Tax estimate/ Savings Declaration Form for higher level post
- Personal data- Residential Address, Telephone number, Blood group & Passport size photographs

3. EMPLOYMENT AGREEMENT

An Employment Agreement is developed for each new employee. The HR Manager is responsible to ensure that all employees receive an employment agreement and job description. A copy of the employment agreement and job description for all employees should be kept on file.

The agreement shall specify:

- The date when employment starts. Unless the contract includes an end date, it will be considered a permanent position.
- Monthly salary.
- The employee's title, duties (job description can be appended) and line of reporting.
- Reference to the HR Policy Handbook. Signature on the contract indicates the employee has read and accepts this policy and terms of the contract

4. PROBATION

The purpose of the probation period is to allow both PRAYAS and the employee sufficient time to assess each other.

- a. All employees shall be under probation for the initial period of six months from the date of such engagements. The period of probation may be extended by a period or periods at the discretion of management. Management will review the probation after 3 months of service and if find satisfactory may reduce the probation period.
- b. At any time during the period of probation (including extension, if any), or at the end of such periods, if in the opinion of the Management's, the work or conduct of the employee is found unsatisfactory, his/her contract may be terminated without notice and without assigning any reason.



5. INDUCTION

The purpose of the induction is to make a new joiner familiar with the work processes and make him feel comfortable in the new set up.

Induction will be for one day, either on the first day of the employment or as soon as possible. Where a group of employees join within the space of a few days, efforts will be made to hold induction in groups. In some cases, induction may involve a visit to other locations where PRAYAS has offices, as well.

Induction will typically include,

- Orientation to PRAYAS organization culture, values.
- Meeting with the Unit manager to understand Unit Goal.
- Meeting with key personnel of the unit to understand programs.
- Understanding the role and responsibility with the immediate superior.
- Finalization of one month goals and targets with the immediate superior

6. PERFORMANCE MANAGEMENT PROCESS

A critical component of staff development is an effective appraisal system. Through the performance management process, employees' strengths are identified and areas for improvement. It is during this process that any training requirements should be identified. In some circumstances, employees may be required to train on general duties, which will enable the organization to maintain productivity in times of employee absences. PRAYAS's Training Manual provides policies and guidelines for staff development and training.

The purpose of the Performance Management Process is to manage and assess the performance of each employee. It assists both the employee and PRAYAS's to achieve clearly defined goals.

The Performance Management Process consists of the following steps:

1. Setting of Job Tasks and Objectives
2. Interim Performance Reviews—"On-Going Feedback"
3. Year-End Performance Appraisal

It is important to emphasize that these steps do not replace the responsibility of managers to provide ongoing feedback and guidance to an employee regarding their progress.

Managers are responsible to administer the performance appraisal on an annual basis. A copy of the completed and signed performance evaluation will be provided to the employee, and the original will be kept in the employee's personnel file with the HR Manager.

7. Personnel Files

PRAYAS will maintain a file for each individual staff member, which will contain:



- Personal history form (including address, and copy of identification)
- Appointment letter
- Employment contract
- Job description
- Leave records and time sheets
- Performance evaluation records
- Correspondence and letters issued by PRAYAS to concerned staff

An employee will have the opportunity, in the presence of the HR Manager to examine his/her individual personnel file. A copy of the information contained in the file will be provided upon the request of a staff member. In the event a staff member believes the information on file is inaccurate, he/she may add a statement to the file to document that opinion.

8. SALARY AND PERQUISITES

a. Payment of Salary

Salaries, allowances and consultants' fees are paid up to 7th of every month for the proceeding month, by direct transfer to the employees' Bank accounts. Tax is deducted at source as applicable.

b. Tax Deduction at Source and Declarations

Employees are required to submit a declaration of expected investments, rent and other deductible expenses in the prescribed format, at the beginning of the year, or upon joining, as applicable. Employees who have not submitted such formats are requested to contact Accounts. TDS is computed on the basis of declarations made at the beginning of the year or at joining. Declarations have to be substantiated by supporting bills/receipts, not later than December 31. TDS for the months of December-March is computed after adjusting tax calculations for substantiated deductions only.

Employees are also required to produce Form 14s from their previous employers if they have joined during the year.

c. Salary Increases

- Salaries are reviewed annually for each fiscal year. Increases are based on: performance, current market conditions, and budget
- PRAYAS has implemented a comprehensive incentive package. The objective of the plan is to compensate staff based on performance as it relates to program productivity and quality. A detailed copy of the plan is available from HR.
- For employees whose responsibilities have changed significantly during the course of the year, a manager may recommend a change of position and an additional increase in salary

9. SALARY ADVANCE & LOAN

- Eligibility:** Contract employees of PRAYAS whose probation period has been completed satisfactorily, will be allowed to draw one month advance of the basic salary once in a period of 12 months.



- b. Approval: A written agreement will be prepared, stating the repayment schedule, and payments will be deducted from payroll according to the schedule. The agreement must be supported by the immediate supervisor, reviewed by the HR Manager, and approved by the Unit leader.

The loan agreement of Unit leader of core team members will be approved by Executive director. Based on this approval a loan contract or salary advance agreement will be prepared outlining the terms.

If employment is terminated or employee leave before the advance is paid, any outstanding amount will be deducted from the final termination settlement.

- c. Salary advance Terms: The salary advance is free of interest and will be recovered in eight equal monthly instalments. Second advance will not be granted unless the earlier advance has been fully repaid and period of 12 months has elapsed.
- d. Loan Term: The duration of loan will be 10 month. The interest rate for a loan will be 12 % annual. The interest rate may revise in April month as per current financial cost. The length of the loan will not exceed twelve (12) months nor will the amount exceed the equivalent of one month salary. A loan contract outlining terms and conditions will be prepared.

10. WORK NORMS

a. Hours of Work:

- Normal working hours are from 9.15 am to 6.15 pm, with one hour break (i.e. 1.30 pm-2.30 pm) provided for lunch. Essential workers such as drivers, guards and credit officers may be expected to work outside these hours.
- In order to keep a track of the attendance, employees are required to sign in the register every morning upon arrival as a matter of discipline and employees must strictly adhere to the same.

b. Late Sitting:

The organisation wants that the employee to be able to maintain a work life balance. The organization does not encourage extended working hours, beyond the normal time. In case it is sometimes required in exceptional circumstances; the employee will not be reimbursed any expenses incurred viz. conveyance, food etc.

c. Late Arrival / Leaving Office during the Day:

- To maintain decorum in the office the organisation requests every employee to be on time. Regular Late arrival by more than 10 minutes will be seriously viewed and disciplinary action may be taken.



However adjustment for late departure on a previous day based on prior approval of the reporting superior will be considered.

- In case any employee has to leave office for some work; s/he should inform to immediate supervisor or administrative assistant such that s/he can be contacted if an emergency arises.

d. Overtime

No overtime will be paid to any salary employee. Working outside of normal working hours is part of the position's responsibilities. For overtime work exceeding normal expectations, time off work may be scheduled with the employee's direct manager.

11. Allowances

a. Travel Allowance

Management team will decide fix monthly travel allowance in April month of each year. Each employee has to submit the travel expenses details in prescribe format to office before 5th of each month.

b. Medical Assistance

PRAYAS will do personal accident policy and mediclaim policy of each employee from nationalizes insurance service company. The insurance amount will be decided by management in April month of each year.

c. Funeral Allowance

A funeral allowance of up to two weeks salary will be paid to offset some of the funeral expenses for an employee, wife, husband, or child. If an employee dies, full transfer or relocation allowance and transport expenses will be paid, but only to the region of burial if different from where the employee was residing prior to employment to PRAYAS.

12. MEDICAL FITNESS & CONTINUED FITNESS

The continuance of the employee with the management is subject to his/her confirming to be medically fit for the job, which is assigned to him from time to time. Management reserved the right to terminate his/her contract at any time if he/she becomes physically or mentally unfit for the duties assigned to him.

13. CHANGE OF ADDRESS

All employees shall, on their engagement with the organisation notify to the management their local and permanent address in the 'personal details form' provided to them. It shall be responsibility of the employee to notify any change of address to the Management promptly.

14. TRANSFERS



Management at its sole discretion may transfer the employee from one place to another or from one unit to another. Management will consider the genuine request from the team member. Transportation expenses of shortest rout will be bear by the organisation.

15. RIGHT OF SENDING ON TOUR

An employee shall be liable to proceed on tour in the course of his/her official duty to any place within India or abroad as and when so required by the Management for which he/she shall be paid travelling and daily allowance as per rules of the organisation as applicable from time to time.

16. LEAVE

- a. Organisation management declare 14 national Holidays on 1st week of January month.
- b. All the employees engaged will be allowed 24 days leave in a calendar year excluding Holidays (April-March).
- c. Maternity leave of 30 (thirty) days to employee before expected delivery time of baby child. She is benefited with paid leave of 30 (thirty) days.
- d. Paternity leave of 6 (six) days to person before expected delivery time of baby child. He is benefited with paid leave of 6 (six) days. To ensure the leave will be used in benefit of wife and time of baby delivery.

Leave Norms:

- Leave cannot be claimed as matter of right but may be sanctioned, refused, curtailed, revoked, or postponed by the Management according to the exigencies of work.
- No other kind of leave will be admissible to them.
- Before proceeding on any kind of leave, employee shall without fail, inform the department head concerned, his address during the period of leave in case he/she desires to be away from his/her usual place of residence.
- If an employees remains absent without leave for more than 8 days beyond the period of leave originally granted or subsequently extended, she/he shall lose his/her lie down from the post in the organisation and will be deemed to have voluntarily abandoned his/her engagement and his/her service shall be treated as having been terminated automatically and his/her name shall be struck off from the rolls of the organisation.
- If employee's application for leave is not sanctioned as provided for under these rules, he/she will be treated as absent without leave.
- No employee either on leave or on holiday, shall leave station without prior permission of his/her department/sectioned head and without prior permission of his department / sectional head and without giving full address, on which he is likely to be available in emergency with the department/sectional head.



17. OFFICE CONDUCT

a. Discipline and Conduct

- Employees shall, at all time, conduct himself / herself soberly and show proper respect and civility to his/her superiors, colleagues and all persons having any official dealing with the organisation.
- Employee shall serve honesty, faithfully and shall use his utmost endeavour to promote the interest of the organisation.
- During the period of engagement with organisation, employee shall not hold and office of profit outside the organisation or engage himself in any other service, trade, business, profession either part – time or full time whether for profit to gain or on honorary basis or otherwise, in any capacity or of any purpose, what so where, without the prior written permission of Management and the Management shall be under no obligation to grant any such permission to the employee.
- No employee shall refuse to do any alternative work/duties which in the opinion of the Management the employee is capable of doing as and when required by the Management to do so depending on the exigencies of work, provided that the employee gets the same emoluments. Refusal to do alternative work/duties will be treated as misconduct. The management will be the sole and final authority to decide whether the employee is capable of performing the alternative assigned work/duties or not.
- Employee shall not create unsanitary or unhealthy conditions inside or around the office.

b. Personal Conduct: - “Give & Take Respect”

The underlying philosophy of all aspects in this guidebook is discipline and integrity at all time. While it is not possible or feasible to list out every instance, the approach will be one that will take into account both the nature of the problem and the seriousness of the offence. The company has the right to take action that can include termination or suspension of the employee, as the situation warrants. This covers both direct work performance as well as work-related conduct.

c. Dress-Code

All employees are required to wear formal clothes suitable for social work.

Revealing /indecent articles of clothing, strong perfumes, etc must be avoided.

d. Sexual Harassment

The organization believes in protecting the self-respect of female employees. And therefore any person found harassing or misbehaving



with a female employee would be have to face serious consequences and may even have to leave the organization.

e. Theft

The organization wants to maintain high integrity standards and therefore any misconduct even in the form of taking office materials home for personal consumption will be seriously dealt with, as these amounts to theft.

f. Personal Phone Calls

It is understandable that some personal calls must be made during the office hours. However, the number and duration of these calls must be kept at a minimum. The organisation also does not encourage use of STD facility to make personal calls. However in case of emergency, the employee can do so with prior approval from the SBU Head and accordingly reimburse the cost of such calls.

g. Visitors

Personal visitors to the office should be met in an area where other employees will not be distracted and the meeting should be kept as brief as possible

h. Keeping Cleanness:

All employees are expected to keep their work area neat and clean in order to promote an organized workflow and to maintain an attractive office facility. Dustbins should be used for the materials treated as waste.

While leaving office, employees must ensure that their tables are clean, chairs are in proper place and unnecessary lights and fans are switched off. In case one is the last person to leave office; s/he must lock the office.

Any defect/problem must be registered with Admin so that prompt resumption of work can take place.

i. Solicitation of Gifts and Advantages

- No employee may solicit or accept for his own benefit, any benefit, bribe or advantage, in money or otherwise, from customers, suppliers, suppliers, co-workers, contractors or any person having dealings with the Foundation. Incase of gifts in kind, gifts worth more than Rs. 500 should not be accepted. Any breach of this rule may lead to disciplinary action against the employee.
- The term "advantage" includes a gift, loan, fee, reward, contract, service favors and entertainment. All employees should actively, discourage customers or suppliers from offering personal benefits of



all kinds including every type of gift, favour, service, loan, fee entitlement or anything of monetary value.

If there is any doubt as to whether an advantage may be accepted, the matter should be reported to SBU Head/ Director as to the appropriate action to be taken

j. Use of Computer / Internet

The company provides an Office computer with Internet access to facilitate the work of the employees. This facility should however not be misused for unnecessary net surfing especially obscene stuff, chats, etc. Viewing of pornographic material will be treated as gross misconduct and shall be met accordingly with dire consequences.

k. LIST OF MISCONDUTS

- Breach or habitual breach of any of the provision provided in the Service Rules or any rules framed or instructions or orders issued by the management from time to time and in force.
- Coercing, assaulting or intimidating employee/supervision officers inside to outside the work premises.
- Disregard of any operational or maintenance instructions or carelessness on operation and maintenance.
- Acting in a manner prejudicial to the interest or reputation of the organisation.
- Leaving work or place of duty without permission.
- Taking interest involving in private momentary transaction of any nature whatsoever during the working hours and / or in work premises.
- Theft or fraud or dishonesty or deception or corrupt practices in connection with organisations business or property, or property or another person within the work premises.
- Misappropriating fund.
- Causing damages to any property of the organisation.
- Leaving headquarter/station without written permission whether on authorised leave, holidays or otherwise.
- Poor or unsatisfactory performance.
- Making false or untrue statement in the application for leave or any other application or letter to the management.



- Unauthorised communication or removal of official documents or information or confidential or secret papers, information and instruction etc.
- Carrying unauthorised persons on organisations vehicle or allowing unauthorised person (s) to operate project's vehicle or equipments.
- These are only instances of misconduct and it does not imply by any means that this list is exhaustive.
- Consumption of alcohol, tobacco, or other psychohopic dugs will not be entertained & strict legal actions will be taken if found consumed.

I. PENALTIES

When any employee is found guilty or any of the acts of communication and/or commission constituting misconduct, or a breach of any rule or order issued by the Management. The Management may impose any of the following penalties on the employee.

Minor Penalties:

- Censure
- Fine
- Suspension without salary or pay or wages up to four days.

Major Penalties

- Discharge with due notice or pay in lieu of notice; provided that no notice or pay in lieu of notice will be required to be PRAYAS in case of employee who are yet to complete Probation period.
- Dismissal

m. DISCIPLINARY PROCEDURE

Before imposing any penalty on contract employee for any of his act of misconduct, the concerned employee shall be PRAYAS an opportunity to explain his conduct.

No order of imposing minor penalties as PRAYAS in Clause 29b. shall be passed unless the employee concerned has been informed in written of the charges against him and PRAYAS an opportunity to submit a written explanation within three working days from the date of issue of the charge sheet.

The written explanation if, any, submitting by the employee within the stipulated period, shall be taken into consideration by the Management before passing order, if imposing penalties.

The record of proceedings shall include:

- A copy of the statement of imputation of misconduct.
- Employee explanation, if any and the orders of the Management.



No order imposing major penalties as PRAYAS in clause – shall be made unless the concerned employee has been informed in writing of the charges against him and PRAYAS an opportunity to submit his written explanation.

18. TERMINATION OF SERVICES

The services of the contract employee may be terminated by giving him one month's notice or on payment of consolidated pay in lieu of the notice period provided where the employee is found guilty of misconduct his services may be terminated by dismissal or discharge by the Management in accordance with procedure laid down under the Service Rule.

19. RESIGNATION

- Employee engaged is required to serve the organisation for a particular project period or minimum period of one year during which period they cannot resign or leave instead of genuine reasons.
- Employee who desires to leave the services after serving the organisation for a minimum period of one year or project period will be required to PRAYAS one month notice or such period of notice as may be specifically provided under the terms of engagement in this regard. If he does not PRAYAS the required notice, he/she will be liable to pay to the organisation an amount equivalent to his/her salary/ wages for the notice period/ or shortfall there on.

20. EMERGENCY PREPAREDNESS:

- Immediate medical services will be provided by organisation in cases of accidental incident, serious condition.
- First aid kit is kept in the organisation as preventive measures for small incident such as – cuts, burns, and fever etc.
- 5000 Rs/- amount is kept separately for emergency financial help for employer as demands and same amount will be PRAYAS back within time frame of two to four days.

21. AMENDMENT/ IMPLEMENTATION/ INTERPRETATION OF RULES

The director shall have the authority to amend, modify, change, withdraw, suspend, and relax any of all of these Rules without any notice. The decision of the Director will be final and binding on all employees.



4. CORPORATE POLICIES

4.1 GENDER POLICY

The policy is to ensure that PRAYAS' development programs take positive actions to improve the live of women and promote gender equity.

PRAYAS strongly believe in gender equity, namely PRAYAS believes

- Women and men will have the benefit of same rights and entitlements, dignity and respect.
- The capacities of women will be recognized as an equal to men.

It will start from organisation itself

- Gender balance team especially in management.
- Women have equal opportunity for their carrier development to men team member like training, exposure, study etc.
- Working culture of the organisation conducive to the empowerment of women team members.
- Equal opportunity and platform is provided to all staff without any discrimination of sex. i.e. in HRD policy, training policy, etc.
- Proper care and security is provided to female staff for travelling, food & accommodation.
- Open space/opportunity is PRAYAS to speak, to be listened.
- During recruitment of staff, more leverage to be PRAYAS to female candidate about education qualification, experience, salary & other benefits.

In the terms of Programme

Objective

- To promote active participation and empowerment of women in programs and ensure benefits to women and men equally.
- To deal with social and ideological barriers to women's participation and encouraging initiatives to improve their status, including basic rights.
- To empower women for their rights over their body and protection from violence.
- To promote independent access of women to resources (land, house, employment), facilities and services.
- To empower women for their quality of life.

Process

- To ensure all of work and way we do it, contributes to gender equality by transforming the balance of power between women and men.
- To assess program impact on women and men differently.

Strategies

- Ensure that all programs responses incorporate a gender perspective in planning, implementation monitoring and evaluation.
- Program planning integrates women access to basic needs, knowledge, education, skills and decision-making process.



- Develop and support women's organisation for their confidence and capacity building process.

Operation strategies at program level

- Formation of groups for the sustainable development of women to provide platform for raising their concerns, experiences and confidence as a social empowerment.
- To facilitate women for livelihood activities for financial empowerment.
- To insure equal participation of women in the Programme meetings and to encourage more women to be member of Village Development Committee.
- Planning of Programme through women group's concerns to increase their participation in decision-making process.

4.2 TRAINING POLICY

PRAYAS is believes in capacity building of each team members for benefit of their personal growth, community- key stakeholders and organisation. The following areas are identified for the trainings of team members of the organisation.

- Vigorous hand holds induction training to new team member within 15 days. The areas of concerns are role & responsibility, Vision, Mission, programs, strategies, working area, etc.)
- Personality development- communication skill, teamwork, leadership, etc.
- Program related training: Participatory planning, Implementation and monitoring of program, technical and other training as per the role and responsibilities.

The organisation will consider the requirement of training of each individual as per their role & responsibilities, lack of skill or weakness as per performance appraisal and organisation al need.

4.3 CONFLICT OF INTEREST POLICY

The purpose of this policy is to assure that those who represent PRAYAS maintain the highest level of integrity and conduct, and avoid even the appearance of impropriety in all personal, public and business dealings.

A conflict of interest arises where staff have, or could be seen to have, the opportunity to use authority, knowledge or influence derived from his or her position to improperly benefit themselves, another person or organization.

4.4 HIRING OF FAMILY MEMBERS

The policy is implemented to minimize the negative impact of hiring family members and to help ensure objectivity in all matters involving staff, operations and finance. A family member is defined as a spouse, parent, in-law, sibling, child, aunt, uncle, niece, nephew, or cousin.



- a) Family members may not report directly or indirectly to each other.
- b) Family members may not report directly or indirectly to the same manager.
- c) Staff may not directly participate in the appointment or promotion of a family member.

4.5 EXTENT OF SERVICE

A conflict of interest arises if an employee accepts outside employment or engages in outside activities that may interfere with the efficient performance of PRAYAS and staff duties, or use any portion of time that should be allocated to these assigned duties for other purposes. Employees are expected to disclose possible or perceived conflicts at the time of hiring. When situations of possible conflict arise in the course of employment with PRAYAS, the employee will initiate discussions with her/his manager.

4.6 WHISTLE-BLOWER PROTECTION POLICY

PRAYAS encourages employees to report any concerns or suspicions of fraud, without fear of being penalized. PRAYAS requires suspected cases of fraud to be referred to the Human Resource Department. All reported cases will be handled confidentially and thoroughly investigated. Employees should be aware that, if a suspicion is reported and results in a prosecution or disciplinary hearing, their involvement as a witness in those processes may be necessary, unless other substantial reliable evidence is available.

PRAYAS will not tolerate fraud. Fraud refers to any dishonest or deceitful act including, but not limited to: forgery, misappropriation of funds, profiteering as a result of inside knowledge, disclosing confidential information to outside parties, altering or damaging documents inappropriately, and accepting or seeking anything of material value from clients or related organizations.

4.7 ANTI-HARASSMENT POLICY

PRAYAS strictly prohibits all forms of harassment directed to any of its employees by anyone, including any supervisor, co-worker, vendor, or client. Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based on a person's protected status, including sex, colour, race, ancestry, religion, national origin, disability, health status, sexual orientation, or other protected conduct that effects employment conditions, that interfere unreasonably with any individual's work performance or creates an intimidating, hostile, or offensive work environment.

Any employee who believes he or she has been subjected to, or has witnessed harassment is encouraged and requested to report the offence



to HR on a confidential basis, providing such details as the name of the suspected harasser, date of the offence, location, and type of harassment committed.

The HR Manager will investigate the complaint on a confidential basis to determine whether PRAYAS's harassment policy has been violated and, if so, appropriate disciplinary procedures will be taken, including possible dismissal.

4.8 HIV-AIDS POLICY:

The purpose of this policy is to state that PRAYAS does not discriminate against employees with HIV-AIDS. It is also to ensure the appropriate management of employees exposed to or infected with the disease. PRAYAS recognizes that, because of the stigma associated with HIV-AIDS, it can create challenges in the workplace. HIV-AIDS is not transmitted through casual contact, so there is no risk of transmission in the workplace. In order to safeguard the rights of people living with HIV-AIDS and relieve concerns that other employees may have, we have developed the following policy guidelines for handling situations related to HIV-AIDS.

- a) PRAYAS is committed to maintaining a safe and healthy work place for all employees.
- b) PRAYAS respects employees' right to confidentiality in the workplace. An employee is not obliged to inform PRAYAS of his or her physical condition, such as HIV/AIDS. If the employee chooses to disclose this information, it is to be kept private and confidential. In most cases, at the employee's consent, only managers directly involved in providing assistance or arranging benefits may need to know an employee's health status, and they are required to keep the information confidential. Anyone else, who acquires such information, even if told directly by the employee, should keep the information confidential and not discuss it or share it with others.
- c) PRAYAS recognizes that, as a result of their illness, employees with HIV/AIDS may have special needs that should be accommodated in the workplace. PRAYAS will treat HIV-AIDS like other illnesses in terms of employee policies and benefits, health and life insurance, disability benefits, and leaves of absence. Employees living with HIV/AIDS will be treated like employees with other disabling conditions: with compassion and understanding.
- d) Employees may continue to work or return to work after a period of disability as long as they are able to perform their duties safely and in accordance with performance standards. Disabled employees are responsible for asking for assistance, if required. PRAYAS will respond to employees' changing health status by providing reasonable accommodations.
- e) Recognizing the need for all employees to be informed about health and safety issues in the workplace, PRAYAS will provide



education to employees about HIV/AIDS. Appendix X provides a list of additional resources, which can be accessed by all employees.

- f) Co-workers are expected to continue to maintain effective working relationships with any employee with HIV/AIDS.
- g) PRAYAS maintains an "open door" policy on all employee concerns. Employees living with HIV/AIDS and employees concerned about working with someone with the disease or have other concerns are encouraged to contact their manager or HR Manager to discuss their concerns. The manager will take reasonable steps to address any concerns, including providing education, counselling and reasonable accommodation, and referring them to community-based HIV/AIDS organizations for more information and support.
- h) Co-workers who refuse to work with, withhold services from, harass or otherwise discriminate against an employee with HIV/AIDS will be subject to the same disciplinary procedures that apply to other policy violations.
- i) Every situation is different; therefore, each will be handled on a case-by-case basis to correspond the needs of the employee and the organization.

4.9 CRISIS AND SECURITY POLICY

PRAYAS is committed to giving prompt and appropriate attention to crisis or emergency situations that may include, but are not limited to robbery, embezzlement, kidnapping, accidental deaths, political violence, medical emergencies and natural disasters. In order to ensure a rapid response during a crisis, PRAYAS provides training on safety and security procedures to staff and requires that all offices develop and maintain a list of contacts and procedures for emergency situations.

In the event of a crisis situation, the Director must be contacted immediately. Together, with senior management, the Director will determine the appropriate course of action and response. Where necessary, the decision to suspend operations and withdraw staff from a country will be made by the Executive Director in consultation with senior management.

For all crisis situations, the Director and senior management will designate a PRAYAS contact person to act as the Crisis Manager. The Crisis Manager, in co-ordination with senior management, is responsible to manage the situation, determine an appropriate media response, ensure all appropriate individuals, agencies, organizations; medical and legal parties are informed. This person will field all questions from media, staff and members regarding the crisis. All staff is instructed not to release information and to direct all questions to the Crisis Manager.

