



# PAHAL POLICY MANUAL



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## FOREWORD

PAHAL (PAHAL) established in the year 2003 to ensure accountability in the public governance systems by method of generating and spreading awareness within poor communities. PAHAL is implementing various social development projects in Delhi. I am delighted that an Operation Manual has been developed for PAHAL containing all essential policies and procedures related to finance, HR, Admin required for programme implementation.

The manual considers specific needs of the society and limitations of resources in terms of human, money and time. The Operations Manual is designed to facilitate the decision-making process for an effective, efficient and transparent functioning of the society.

It is essential to keep this manual up-to-date. The policies and procedures laid out in the manual can be amended or elaborated in the future by the Governing Body of PAHAL after due recommendation from Management Committee. I wish this Manual will facilitate smooth running of the society.

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**General Secretary**

**PAHAL**



## **HR POLICY / PAHAL**

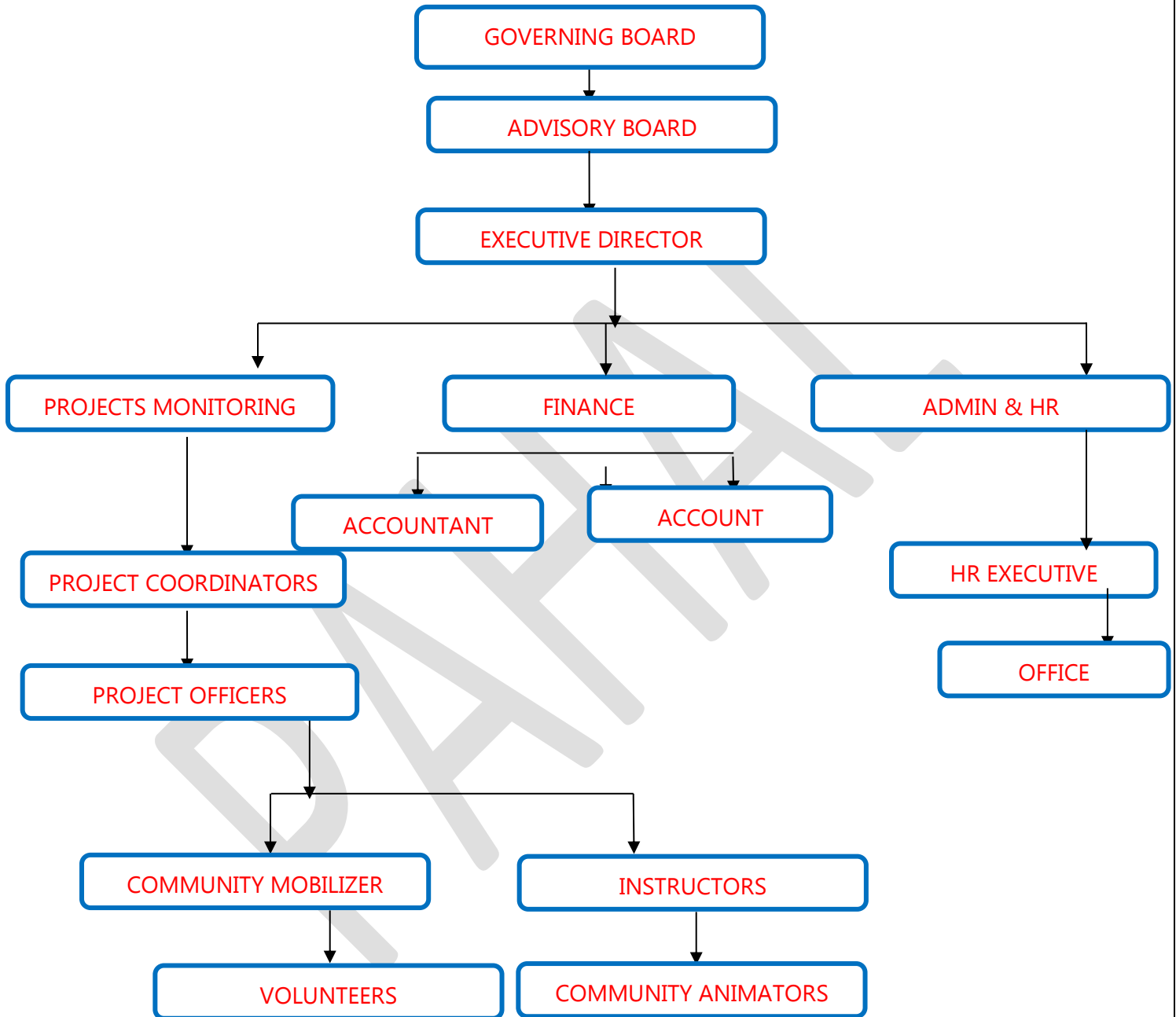
Governing Body/Board of Director shall mean to be the body with final authority to manage, control and administer the works and affairs of all the groups of **PAHAL MULTIPURPOSE SERVICES ORGANISATION**.

### **VISION & MISSION**

- **Vision:** - To work with the underprivileged to establish a just and equitable society.
- **Mission:** - To build the capacities of the underprivileged section of the society to demand for their rights.



## ORGANISATION STRUCTURE OF PAHAL



## **FUNCTIONS OF HR DEPARTMENT OF PAHAL**

**These can be broadly classified as under:**

- **Human Resource Development in term of Recruitment:**
  - Recruitment
  - Induction
  - Identifying
  - Organizing Training
  - Appraisal System
- **Design of Job Descriptions and Job Specification for all categories of employees in consultation with the respective HOD/appropriate Authority.**
- **HR department will following herewith mentioned step in process between 'Entry' to 'Exit' of employees.**
  - Recruitment
  - Selection
  - Appointment
  - Orientation
  - Probation, Confirmation & Termination
  - Wage and Salary Administration
  - Leaves
  - Training, Development and Motivation
  - Working Conditions
  - Employee Benefits & Welfare
  - Separation- Retirement, Resignation & Death



- **Performance Assessment, Career, Progression and Succession planning at all levels of organizations.**

### **PERSONAL REQUISITION:**

#### **Budgeted positions**

- When recruitment is to be made for a post against the sanctioned positions, the director would request for the same by submitting a duly filled personnel requisition (ph) form. This will be verified by the HR department and forwarded for board of director's (Governing Body/managing director) approval.

#### **Replacements for permanent vacancy**

- When a vacancy due to resignation, termination, superannuating, cessation of a contract, death, interdepartmental transfer etc...is to be filled, the respective director shall initiate the proceedings by intimating through the PR form.

#### **Substitution for brief vacancy**

- In cases of impending long absences like maternity/study/long leave or suspension the director they would indicate that the nature of appointment for the new recruit would not be permanent.

### **SELECTION PROCEDURES:**

#### **Policy Statement**

- Selection of any candidate would be made on the basis of suitability towards the predetermined criteria for the respective post in the spirit of healthy competition. Specific standards regarding age, educational/professional qualifications and previous relevant experience, if any, have been laid down for the recruitment of clerical, technical and nursing staff and attendants. The
- Selecting authorities shall have due regard for these standards, as available with the HR department, while recruiting employees.



### **Procedure**

- HR department is to undertake initial screening of the applications (both active and passive), whereby non-qualifying (w.r.t predetermined criteria) applications would be weeded out.

### **RECRUITMENT**

- The organization on recruitment of new staff with the suggestion/approval of the board members will give an advertisement on newspaper or by email, on phone or even on free job portals (devnet jobs, indeed) or by personal contact whichever may fit suitable for the post.

### **Short Listing**

- Respective departmental in-charges are to be given the qualifying applications to short-list the appropriate candidates to be called for the interview.

### **Interview Call Letters**

- On receiving list of short listed candidates HR department in consultation with the respective HOD/authority will send call letters for interview. Candidate shall be intimated by interview call letter (ICL- form specimen provided) through e-mail, or courier the receipt of which shall be confirmed on telephone.

### **Appointment Letter**

- The appointment letter will be issued to the employees after joining in this shall mention all the organization rules, expectations from the candidate and roles and responsibilities of candidate.

### **OFFICE ENVIRONMENT**

- **No Substance Abuse**



Smoking is prohibited within the organization. Smoking is also absolutely forbidden in the common areas, on all the floors, in the lunchroom, washing area and toilets. Spitting, dirty or offensive acts inside the office premises will not be tolerated.

Chewing pan/ tobacco is banned within the premises of organization

➤ **Change Of Circumstances**

The organization must be kept informed of any changes such as:

- Change the Address
- Change of telephone number
- Change of emergency contacts addresses
- Change of name, Marital status
- Academic qualification

This is required to update our information system time to time.

➤ **Telephone Etiquettes**

Usage of telephone is allowed only for business purpose.

Misuse of telephone lines is not allowed. Employees are asked to use their cell phone for personal calls and should not disturb other employee.

➤ **Office Decorum:**

We have an open office system; employee are required to refrain from making noise, talking loudly, shouting at others,

Indulging in heated arguments and shouting at each other. Any such incident should be brought to the notice of projects coordinator/chief functionary

➤ **Visitors:**

No visitors are allowed inside the Director room without the prior approval of the director.

Only employees are allowed inside the room.

➤ **Identity Card**

Employees of the organization are asked to wear their identity cards while at work.

Identity card must be returned when an employee leaves the job. Loss of identity card should be informed to the Human Resource department and a duplicate card.





## **STAFF RESPONSIBILITY**

To communication their constructive opinions and ideas to the management, both voluntarily and on request.

- To support their positions on any matter under consideration and put forth any operational difficulty in the society.
- To accept decision making by management, in light of the healthcare socio-economic considerations.
- Apply the highest level of values, ethics, integrity and honesty.
- Comply with and work within the framework of the institutional policies and procedures.

## **HOLIDAY AND LEAVE POLICY:**

- During the one calendar year an employee shall be granted 12 casual leaves apart from 18 restricted & national holidays
- 6 Sick Leaves are allowed annually.
- For the purpose of leave, accounting period shall be calendar year January to December.
- Casual leaves are always credited in advance at the beginning of the year and can be availed by the employees at any time during the year. In case a new employee join during the calendar year, he /she will be credit with proportional leave. However, the new employees will be encouraged to take leave only after confirmation except in cases of personal emergencies and sickness.
- Sunday/holiday wherever applicable permitted to be either prefixed or suffixed or both prefixed and suffixed to casual leave. Holiday prefixed and /or suffixed shall not be debited casual leave.
- Any leave encompassing a schedule holidays (i.e. Sunday/ national holiday) shall those days from the leave.
- A compensatory off will be given in lieu of working on any holiday
- Maternity leave of three months and paternity leave of six days will approved in consultation with the donor



## **TERMINATION**

Your appointment can be terminated by the NGO, without any reason, by giving you not less than 1 month' prior notice in writing or salary in lieu thereof. For the purpose of this clause, salary shall mean basic salary.

You may terminate your employment with Organization, without any cause, by giving no less than [employee notice] months' prior notice or salary for unsaved period, left after adjustment of pending leave, as on date.

The after Organization reserves the right to terminate your employment summarily without any notice period or termination payment, if it has reasonable ground to believe you are guilty of misconduct or negligence, or have committed any fundamental breach of contract or caused any loss to the Organization .

On the termination of your employment for whatever reason, you will return to the Organization all property; document and paper, both original and copies thereof, including any samples, literature, contract, records, lists, drawings, blueprint, letter, notes, data and the like; and Confidential information, in your possession or under your control relating to your employment or to client' business affairs.

### **Period Of Notice For Termination Of Employment**

Period of notice for termination of employment or salary in lieu shall be as follows:-

- First month of probation – without notice
- Second month till probation end – seven days
- After probation – 1 month

Leave cannot be utilized as resignation notice.

### **Probation period**

The probation period will be off three weeks

## **TRANSFER**

Promotional transfer: The employee is transferred to a higher position in any other department. This will involve an adjustment in the salary and job description of the person. In most cases this would also be covered under the promotion areas.

Later transfer: the employee is transferred to another position in the same level (as from one department to other) requiring similar skills although it may involve a change in job duties.



➤ **BOOKS OF ACCOUNTS OF PAHAL**

**Bank Accounts:** All employees will have to get salary A/c opened as will be transferred to bank account. The candidate is expected to inform the accounts department the account numbers. The pay slips for the salary are issued at the end of the month and payments are made within the stipulated period as per the law maximum by 7<sup>th</sup> date of the month.

**Salary And Wages Policies:**

- Equal work for the both men and woman (Article 39 of the Constitution of India )
- To endeavor a secure living wage for all workers and Condition of work which ensure a decent standard of life as well as full payment of leisure and social & cultural opportunities
- To ensure minimum wages and review at regular Intervals not exceeding Five years as fixed by the “Minimum Wages Act 1948”
- The wages and salaries to be disbursed as mentioned the policies mentioned above.
- This is to ensure regular and prompt payments of wages to prevent exploitation of the month (The payments of Wages Act 1936)

**SALARY DISBURSEMENT:**

Salary would be disbursed/ Transferred to their respective accounts by 7<sup>th</sup> of the following month to all permanent employees

**COMPETITIVE PROCUREMENT**

The purpose of competitive **Travelling Expenses For Out- Stationed:**

Travel expenses for an out-stationed/local will be reimbursed by the PAHAL Multipurpose social services organization.

<b>CATEGORY</b>	<b>UPPER LIMIT</b>
General secretary, Treasurer, President & Director	Return Air Fare (economy) AC II



Programme Manager, Admin Finance and HR Manager	Any train III AC
Programme coordinator, Asst. Manager and Executives.	Sleeper Class Rail Fare/Auto/Metro/Bus
Community Mobilizer and office assistants	Sleeper Class Rail Fare for out stations only and Bus fare for local conveyance.

### **CONVEYANCE REIMBURSEMENT POLICY:**

A staff will be paid 5.50/km for 2 wheelers and Rs 7.50/Km for four wheeler; provided log book is maintained. Auto/taxi expenses on submission of bills. Reimbursement will be done as per the designation.

For claiming higher amount of official use in respect of reimbursement of car expenses of wholly official use of car provided by an employer, the following details and documents need to be maintained.

He employer has to maintain complete details of journeys undertaken for official purpose which may include date of journey, destination, mileage and the amount of expenditure incurred thereon; The employee gives a certificate / vouchers that the expenditure on claimed trips was incurred wholly and exclusively for the performance of his official duty:

The supervising authority of the employee, wherever applicable, gives a certificate to the effect that the expenditure was incurred wholly and exclusively for the performance of his official duties. The above rates exclude parking charges paid by the employee if employee travels by auto/taxi they can claim at actual.

Reimbursement will be made against the duly complete form detailing places visited, the purpose of the visit and the authorization of the project coordinator

The complete form for the period from 1<sup>st</sup> to 20<sup>th</sup> of every month should reach respective departments (Accounts & Finance) on or before 25<sup>th</sup> of that month and for the period from 21<sup>st</sup> to 31<sup>st</sup> of that month should reach the respective departments on or before of subsequent month.

Employees on travel have to submit their claims through project coordinator by email to the respective departments. Any exception to this requires special approval from project coordinator.

Working late hours and on off days requires approval from project coordinator and administrative head so that the arrangements can be made for the same. However staff should be encouraged to finish their work in office hours, Commuting expenditure on can be claimed by the employee on a voucher approved by the project coordinator.

### **RECORDS MAINTAIN:**

- Attendance Register
- Movement register
- Prepare Cash book, Day book
- Bank book and bank Reconciliation statement every end of the month
- Maintains Cash, Journal, bank receipt, Voucher according day to day transactions
- Stock register (consumable or non-Consumable Both)
- Fixed Assets register
- Cheque Issue registers
- Salary register
- Separate books of accounts for FC (as per FC norms)
- Donor Register
- Inward Register
- Outwards Register

### **PROCUREMENT OF GOODS AND SERVICES**

Procurement of Goods and Services in an effective manner is one of the critical functions of the society. The following general principles shall be given due consideration while exercising the procurement function:

- Best value for money
- Fairness, integrity and transparency
- Effective competition

The scope of these procedures will be applicable for the procurement of:

- Office Equipment - ACs, Inverter & UPS
- Furniture – Computer Table, Meeting table, Chairs
- Vehicle – Cycle, Motor Cycle, Four wheeler
- Computers and Communication – Computers, Laptops, Printers, Fax Machine, Xerox Machine, Camera
- Annual Maintenance Contracts (AMC)
- Consultancy services



procurement is to get maximum value for money. The procedure of competitive procurement is as follows:

- a) **Requisition**: A requisition must come from the user on a duly filed form. Format for requisition is attached at *Annexure-*
- b) **Approval of requisition**: All requisition shall be approved by the Chief Functionary subject to availability of budget.
- c) **Collection of quotation**: Once requisition is approved, admin staff will collect at least three quotations.
- d) **Comparison**: A comparison sheet shall be prepared.
- e) **Short-listing of vendor**: Purchase committee will decide and recommend best vendor considering cost and quality.
- f) **Purchase of order**: Admin/Accountant shall issue purchase order to short-listed vendor

A purchase committee consisting at least three members (excluding Chief Functionary) shall be formed with tenure of 1 year. The purchase committee will authorized to take decision for purchase of item worth more than Rs. 15000/-. Minutes/recommendations of purchase committee for every meeting shall be prepared properly i.e. date of meeting, members presented, signatures, deliberations, decisions, etc. There shall be a file for keeping all the documents:

- A copy of requisition duly approved by CF
- Copies of quotations
- Comparison sheet and minutes of purchase committee meeting
- Approval of CF for purchase
- Purchase Order
- Copy of bill/invoice (asset identification numbers should be mentioned on bill)

### **Direct Procurement**

Direct procurement without competition may be used as an appropriate method under the following circumstances:

- The value of the procurement is less than Rs. 15000. However, authorized staff shall assess that he / she is getting the best prices;



- There is no competitive market-place for the requirement, such as where a monopoly exists, where prices are fixed by legislation or government regulation, or where the requirement involves a proprietary product or service;
- There has been a previous determination or there is a need to standardize the requirement;
- Offers for identical requirements have been obtained competitively within the last twelve months and the prices and conditions offered remain competitive;
- There is a genuine exigency for the requirement;

### **ASSETS MANAGEMENT**

Assets Management shall comprise of the following activities to safeguard the organizational assets:

- Proper maintenance of Fixed Assets Register (FAR)
- Annual insurance of assets;
- Yearly physical verification of assets shall be done by the Accountant and the Programme Manager.

### **AUTHORIZATION OF EXPENDITURE**

While procedure for incurring expenditure shall be in line with Operation Manual and in compliance with the local laws, it is important to have a clear Authorization Matrix. The purpose of this matrix is to ensure that the powers and authorities are clearly laid down keeping in mind the roles and responsibilities staffs at different levels. Some of the important pre-requisites regarding authorization of expenditure are given below:

- All expenditure shall have an approved budget allocation;
- Supporting documents should be available before making payment/preparing voucher;
- Written approval shall be obtained, no verbal approval shall be accepted;
- Payment vouchers shall be authorized by the people who sign the cheque it relates to;
- Payment vouchers shall be acknowledged by the person who receives the cheque/cash;

### **PERIODIC REVIEW OF ACCOUNTS**



Further, quarterly financial statement shall be prepared by the account-cum-admin officer and put up in Management Committee. The following issues shall be discussed during the meeting:

- Grant received against approved budget
- Utilization of grants
- Staff advances unsettled beyond 60 days
- Status of legal compliances pertaining to the related period
- Audit observations made by the donor agencies, if any

### **ANNUAL ACCOUNTS AND AUDIT**

Annual Accounts shall be prepared and audited by certified the Chartered Accountant. These certified accounts shall be presented before Governing Board. Appointment of CA shall be done as per the bye laws of the society. CF shall be responsible for conducting statutory audit.

Chief functionary shall have the responsibility to comply statutory obligations i.e. filing of annual income tax return, FC-3, ROC, Quarterly/annual TDS return, PF Return, etc.

### **Misuse of Fund**

PAHAL shall have “Zero tolerance” policy in respect of any kind of financial misappropriation. Any suspected misuse or misappropriation of funds will be investigated by the Chief Functionary/ President and Treasurer. Fair procedures shall be taken place during investigation. Once the process completed and the facts clearly established, the Chief Functionary/ President and Treasurer will take appropriate action.

For minor issues this may be kept to internal disciplinary action.

### **CONFIDENTIAL INFORMATION**

During your employment with the Organization you will devote your whole time, attention and skill to the best of your ability for its rough of the Organization. You shall not, directly or indirectly, engaged or associate yourself with, be connected with, concerned, employed or engaged in any other business or activities or any other post or work part time or pursue any course of study whatsoever, without the prior permission of the Company.





You must always maintain the highest degree of confidentiality and keep as confidential the records, documents and other Confidential Information relating to the Organization which may be known to you or confided in you by any means and you will use such record, documents and information only in a duly authorized manner in the interest of the Organization. For the purposes of this clause 'Confidential information' means information about the Organization business and that of its customers which is not available to the general public and which may be learnt by you in the course of your employment. This includes, but is not limited to, information relating to the organization, its customer lists, employment policies, personnel, and information about the Organization products, processes including ideas, concepts, projections, technology, manual, drawing, design, specification, and all papers, resumes, records and other documents containing such Confidential Information.

You shall not at any time during or after your employment term with the PAHAL Organization reveal any of the affairs or secrets you may acquire in the course of your employment in any manner which may injure or cause loss to the NGO

Upon resignation or termination of service, you shall deliver to the person in charge all documents in your possessions which belong to the Organization.

### **Organization's Property**

You will always maintain in good condition Company property, which may be entrusted to you for official use during the course of your employment and shall return all such property to the Organization prior to relinquishment of your charge, failing which the cost of the same will be recovered from you by the Organization.

### **Borrowing/Accepting Gifts**

You will not borrow or accept any money, gift, reward or compensation for your personal gains from or otherwise place yourself under pecuniary obligation to any person/client with whom you may be having official dealings.

### **BEHAVIOURAL PROTOCOLS:**

PAHAL expects all its partner organizations (committee members, staff, volunteers, patrons, and visitors) to give respect and dignity to all children associated with the work of PAHAL, as well as children within the personal lives of those individuals connected to PAHAL.



PAHAL committee members, staff, volunteers and visitors with direct contact with projects and children must sign a statement to say that they have read the policy, will respect and abide by it and understand that action will be taken in cases where behavior is not in accordance to the policy. This will lead to disciplinary action and possible job loss for staff or dismissal of committee members or volunteers who break these protocols.

Permission will be required from authorized persons PAHAL, for volunteers and external visitors to take photographs or video footage of children. Authorization should be sought from the Director/Committee and strict regulations will be implemented on the nature of how photographs are taken. These photographs and/or video will not be used for any other purpose outside PAHAL without prior permission. It is advisable to take the consent of the children and share the pictures with them to the extent possible.

Committee members, staff, volunteers and visitors must never be alone with children who are not their own offspring in a private place that cannot be readily seen by other responsible adults.

Where possible and practical, the 'two - adult' rule, wherein two or more adults supervise all activities where minors or children are involved and are present at all times, should be followed. If this is not possible, PAHAL staff members are encouraged to look for alternatives such as being accompanied by community members on visits to children.

PAHAL committee members, staff, volunteers and visitors will not discipline a child in a way that is against the Convention on the Rights of the Child. This effectively means no tolerance to any form of violence against the child.

PAHAL committee members, staff, volunteers and visitors need to be aware that they may work with children who, because of the circumstances and abuses they have experienced, may use a relationship to obtain "special attention". The adult is always considered responsible even if a child behaves seductively. Adults should avoid being placed in a compromising or vulnerable position.

Inappropriate behavior toward children, including failure to follow PAHAL Behavior Protocols or sexual abuse of a child is grounds for disciplinary action, up to and including dismissal from employment, volunteer/internship or board /advisory council membership.

PAHAL committee members, staff, volunteers and visitors must be concerned about perception and appearance in their language, actions and relationships with minors and children. PAHAL committee members, staff, volunteers and visitors should maintain a high standard of behavior/character in presence of children. (Example: should not use any unacceptable language in the presence of a child)

PAHAL committee members, staff, volunteers and visitors dress appropriately and culturally sensitive when they visit children, families, communities and programs or work with children.



Inexperienced PAHAL staff and volunteers should not try to handle children with complicating problems. (Example: children who have been sexually abused). These children should be directed to PAHAL a team or professionals with the consultation of the responsible officers.

PAHAL committee members, staff and volunteers should seek to live up to the PAHAL Mission Statement and Core Values in all relationship with others in any circumstances.

## **OFFICE ADMINISTRATION**

### **Filing System**

PAHAL shall have a documentation center for documents, reports, letters, bill/vouchers, etc. Responsibility of managing documentation center shall rest with the Admin office of PAHAL.

### **Monitoring and Evaluation System**

Monitoring of project inputs (both financial and human), outputs and evaluation of impact in relation to the objectives is an important task. As resources of PAHAL are limited, an effective and efficient M&E system shall be placed which must be transparent, easy to understand and in the relation to organization's mission and visions.

### **Performance Appraisal**

Performance appraisal system is important in terms of enabling, empowering, energizing and developing staffs' strength. This will provide a sense of direction to the staffs. The purpose of performance appraisal is mainly:

- To acknowledge contribution to the organization
- To assess performance vis-à-vis plans
- To identify the weaknesses and needs of capacity building
- To identify challenges

Staffs of PAHAL shall be appraised annually. This will be done on calendar year basis. Chief Functionary will be responsible for conducting appraisal process for all the staffs of PAHAL. Appraisal process of PAHAL will have the following steps:



### **Staff meeting**

A quarterly staff meeting of at least 2-days will be headed by the CF and donor. Representative from board members may be invited for the meeting. Each staff will present highlights of the work done during the quarter as per plan & budgt. Other staffs shall provide feedback/suggestions. Programme Manager will consolidate and document each performance along with the feedback given by the other staffs.

*Note: There shall be monthly meeting to be conducted by the Project Coordinator. Monthly meetings will be focused on activities project-wise. Every PC shall be responsible for their project only.*

### **Annual Work Plan**

An annual work plan vis-à-vis budget shall be prepared and submitted by every senior staff (Programme Manager, Project Coordinator and District Level Staff). Deliverables both qualitative and quantitative shall be discussed and evaluated during staff meeting.

### **Annual Report**

PAHAL shall prepare annual report for documenting and disseminating programme interventions carried out during the year. Programme Manager shall be responsible to draft annual report. This annual report shall be presented before governing body in its annual meeting.

### **PROTECTION OF WOMEN FROM SEXUAL HARASSMENT AT WORK PLACE (POSH) POLICY**

It is a core goal principle of PAHAL to ensure gender equality and gender justice through all its interventions and practices. In keeping with this principle, it is important to ensure an organizational climate free from discrimination and harassment with a particular focus on sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by this organization. Further, any retaliation against an individual who has complained about sexual harassment or retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is similarly unacceptable and will not be tolerated. To achieve this goal, the conduct that is described as “Sexual Harassment” has been explained in this policy and we have provided a procedure as well by which inappropriate conduct will be dealt with, if encountered among employees.

#### **Definition of Sexual Harassment (SH):**



Any unwelcome sexually determined behavior such as:

- Physical contact and advances
- Demand or request for sexual favors
- Sexually colored remarks
- Showing pornography
- Any other unwelcome physical, verbal or non-verbal conduct, sexual in nature.

A four-member anti-sexual harassment internal committee (comprising of three women members) is responsible for looking into any complaints filed by employees about sexual harassment at the work place. The details of the Committee members will be available. The IC will be formed for three years and information will be displayed in office and shared with all employees.

- An employee filing a bonafide harassment complaint shall be protected from reprisals or retaliation as a result of filing the complaint. Investigators will make every effort to strike a balance between the parties' desires for privacy and the need to conduct a fair and effective investigation.
- Harassment shall subject an employee to disciplinary action up to and including termination. However, if in fact it is determined through the course of the investigation, that the incident and thus the accusation were fabricated, the complainant will face severe disciplinary action upto and including termination.

### **EMERGENCY RELIEF POLICY**

Emergency relief policy means non project aid urgently provided as soon as emergencies (natural or other disasters) occur and extending for a maximum period of two months after the end of the emergencies. Emergencies refer to unexpected events that result in major physical loss or damage, social and/or economic disruption, and human suffering. Typically, emergency situations are characterized by the need for prompt remedial actions to save and protect lives, salvage property and minimize the destruction of basic infrastructure. The three principal types of emergency situations are:

- (i) **Natural disasters:** These are situations caused by natural phenomena such as droughts, earthquakes, floods, landslides, volcanoes, and crop pest invasions.
- (ii) **Accidents:** These are situations caused by inadvertent and unforeseeable events resulting in damage to public utilities, services and productive entities in RMCs (e.g. damage from fires, faulty structures, etc.)



(iii) **Conflicts:** These are situations arising from wars, border disputes, civil strife or other political events that cause social and/or economic disruption and hardship.

➤ **Short-term Emergency Relief Assistance**

Typically, emergency relief operations are of a short-term nature, lasting from a few weeks to a few months, and characterized by the need for prompt remedial actions

➤ **Long-term Relief Assistance Operations**

Rehabilitation and reconstruction operations are generally of a longer-term nature, aiming at repairing damage caused by natural or man-made disaster, with a view to restoring normalcy. They finance repairs and reconstruction of damaged infrastructure and equipments, and assist in the revival of economic activities and social services. Rehabilitation or reconstruction involves, for example, roads, bridges, water and sewerage systems, schools, hospitals, or industrial and agricultural complexes. The focus is to bring economic and social infrastructures back to pre-disaster levels. These operations would also include preparedness activities that

**Terms of reference to deal with Short Term & Long Term emergency needs**

**Review of proposal:** Depending upon the need the proposal plan will be framed and reviewed by the donor and the GB members of organization

**Amount for assistance:** The amount required to provide assistance to address the specific emergency need will be discussed. The amount can be utilized from corpus fund of the organization by approval of GB member apart from reaching out to the new or prospective donors

**Approval of request:** The proposed plan and budget be approved from GB members and prospective donor.

**Procurement:** Procurement of items will be as per procurement policy but if getting quotations be difficult then approval by any two either President or General Secretary or Treasurer will help to address the need.

**Audit:** Within 2 months of the emergency gets over a proper audit will be done for the whole process



**Reporting to Board:** Despite the engagement of board members in whole process a complete report be shared with all GB members.

**Recommendation**

Emergency relief assistance is to be funded solely from the Special Relief Fund (SRF);

Emergency relief assistance will be in the form of kind and grant

Discussion with the Board be done before addressing the emergency relief

Memorandum of Understanding will be signed between the donor and the organization;

A report on implementation status of emergency operations to be submitted with the Board

PAHAL is self-sufficient to take a call and to raise the fund to address emergency need in order to bring transparency the board members be aware about the measures taken.



## **CONFLICT OF INTEREST POLICY**

Membership of any organization/ firm/ company doing partnership/ business with PAHAL may constitute a conflict of interest. Such formal associations must be disclosed to the management.

### **Consultancy**

No consultancy by any appointed employee will be taken up without prior permission of management.

### **Gifts**

Except for gifts of nominal value, or meals or social invitation, it is not acceptable for any employee of PAHAL or member of his/her immediate family to accept, give or offer commissions, gifts, payments, entertainment, service loans, or promises of future benefits to or from any institution/ corporate or anyone in connection with PAHAL activities.

### **Code Of Conduct**

The code of conduct of PAHAL will be applicable to all staff including full time or part time, however following norms should be strictly followed:

1. Each employee shall at all times maintain absolute integrity, devotion to duty and do not do such things against the profession of social work.
2. The employee who is holding supervisory post must take all possible measures to maintain the integrity and devotion to work of all employees.
3. No one will speak or act in a way that brings discredit or disgrace to the organization.
4. Each employee should put his/her best to cater to the needs of the people/ beneficiaries concerned to his/her utmost capacity.
5. Every employee must gain faith and confidence in the community and its members.
6. No employee will deal with other organization/s without the prior permission of the management.
7. No employee shall speak to public defaming his/her colleagues.
8. Every employee must be regular and punctual in his attendance/ work.
9. No employee shall attend any meeting/ seminar/ conferences without the prior permission of the management.
10. During or after leaving the services, no employee shall divulge or communicate any information regarding the documents/ activities of the organization.
11. Except for official purposes, no employee shall carry any files/ documents outside the office.
12. No employee shall be involved in any kind of financial discrepancies.
13. No employee shall accept lavish or frequent hospitality from any individual or organization having official dealing with them.





## **Misconduct**

The following acts shall be treated as misconduct:

1. Furnishing false information regarding personal history/ degrees/ certificates at the time or during the employment period.
2. Acting in a manner prejudiced to the interests of the organization.
3. Willful in subordination or disobedience of his/her supervisor.
4. Without satisfactory explanation, absence without leave or overstaying.
5. Always late or irregular attendance.
6. Negligence in the performance of duty.
7. Damage or loss of any property of the organization.
8. Attending office/ represent organization in the state of drunkenness.
9. Riotous or indecent behavior in the office premises or anywhere representing the organization.
10. Use of abusing languages with colleagues/ supervisors.
11. Any financial corruption or bribery matters shall be treated on serious notes.
12. Any other act amounts to misconduct.



## **CHILD PROTECTION POLICY**

### ***PREFACE:***

Care and protection of children have been both a concern and commitment for all of us in PAHAL organizations. The principles of the convention of the rights of the child and the constitutional provisions of the government of India have been the guiding lights in our efforts to contribute to the safety of children, both within the family and the communities. In this process, we as organizations ourselves have also been undertaking direct responsibilities for care and protection of children. In most cases, we are involved in direct work with children through promotion of education, running of support schools, bridge schools, vocational training and other programmes. In some cases, we are also involved in residential care of children.

The above situation calls for additional sensitivity and measures to ensure that children within our care are safe in all senses - physically, emotionally and sexually. With this realization, PAHAL have been discussing the need for instituting child protection measures within our own organizations. The recent study on child abuse in India published by the Government of India records some startling findings as below:

### **Physical Abuse**

- *Reports indicate that 69% of Indian children experience some form of physical abuse<sup>1</sup>*
- *Indicators include, but are not limited to unusual bruises, burns, broken bones, etc.*

### **Mental/Emotional Abuse:**

- *Reports indicate that 48.37% of Indian children experience some form of emotional abuse.<sup>1</sup>*
  - *Indicators include, but are not limited to lack of affect, poor concentration, lack or bonding, etc.*
-



### **Neglect:**

- Reports indicate that 70% of Indian girl children experience some form of neglect.<sup>1</sup>
- Indicators include, but are not limited to underweight, lack of schooling, chronic health problems, etc.. (should be part of the context)

### **Sexual Abuse:**

- Reports indicate that 53.22-% of Indian children experience some form of sexual abuse and/or exploitation.
- Indicators include, but are not limited to pregnancy at an early age, STI, unusual bleeding, sexualized behavior above age appropriateness, unusual fear of people or places.

The above findings confirm our worst fear and make our task of ensuring child protection even more urgent. What follows is a proposed baseline child protection policy to be adopted and implemented by PAHAL. The proposed policy is oriented to providing safe spaces for all children within our organizations and preventing any possible abuse of children under our care and protection. The document is the outcome of a long process of discussions among staff, parents and partners organization PAHAL. While we thank everyone who has been involved in the process we hope the measures will be effectively implemented.

### **VISION & MISSION STATEMENT:**

The vision of PAHAL is to create a safe, supportive and responsive society that upholds the protection rights and dignity of every child in India (as defined by the law). This is to be achieved by establishing effective prevention and early intervention measures, strengthening treatment support services and building partnerships. We do this by engaging with all sectors of society upon whom the well being of children depends, in initiatives that will bring about these changes.

### **STATEMENT OF COMMITMENT:**

Definition of Child according to CRC:

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<sup>1</sup> Figures taken from 'The Study on Child Abuse, India 2007 conducted in 13 states of India by the Ministry of Women and Child Development, Government of India.



A child means every human being below the age of 18 years unless, under the law applicable to the child, majority is attained earlier.

PAHAL is committed to the rights and welfare of children in India and opposes all forms of child abuse, especially child sexual abuse and exploitation.

PAHAL is committed to upholding the law on child rights and welfare, as outlined by the UN Convention on the Rights of the Child and various legal statutes of the prevailing law in India.

### **UNCR Article 19 –**

No one should hurt you in any way. Adults should make sure that you are protected from abuse, violence and neglect. Even your parents have no right to hurt you.

### **UNCR Article 34-**

You have the right to be protected from sexual abuse. This means that nobody can do anything to your body that you do not want them to do, such as touching you or taking pictures of you or making you say things that you don't want to say.

PAHAL believes that all children have a right to protection from abuse irrespective of race, social background, age, gender, skin colour, disability, religion, caste or beliefs.

PAHAL believes that child abuse and exploitation is not acceptable in any form. Keeping silent and inaction is also wrong, if it is known that a child is being abused or exploited.

PAHAL believes in the importance of child protection, so that not only are children protected from abuse by PAHAL committee (or board of directors) members, staff, donors, and volunteers, but also that preventative measures can be made to protect the [PAHAL] staff, and the PAHAL's own integrity.

PAHAL believes that children have the right to participation through any form of expression (in accordance with their evolving capacities) and be heard. Therefore where possible children will also be included as stakeholders and in research and other relevant reports/evaluations.

All committee (or board of directors) members, staff, and volunteers agree to this policy. It will be evaluated and reviewed every year by PAHAL based on experience and evolving circumstances and law.



The different forms of child abuse are described by:

**Physical Abuse:** Actual or likely physical injury to a child, or failure to prevent physical injury, or suffering, to a child, including deliberate or non-accidental hitting, beating, shaking, throwing, burning, drowning, suffocating or poisoning, drugging, any form of corporal punishment.

**Mental/Emotional Abuse:** Actual or likely severe adverse effect on the emotional and behavioral development of a child caused by persistent or severe emotional ill treatment or rejection. May involve conveying to the child that they are worthless, unloved or inadequate and cause children to feel frightened, in danger and corrupted.

**Physical and emotional abuse:** may occur even when a parent or caretaker may not have intended to hurt the child. It may however have been the result of physical or emotional over discipline or punishment which is inappropriate to the age of the child.

**Neglect:** The persistent or severe neglect of a child or the failure to protect a child from exposure to any kind of danger, including severe weather conditions and starvation, or extreme failure to carry out important aspects of care, resulting in the significant impairment of the child's health or development, including non-organic failure to thrive.

**The various aspects of neglect can be further detailed as below:** The failure to provide for the child's basic needs. Neglect can be physical, educational, or emotional. Physical neglect can include not providing adequate food or clothing, appropriate medical care, supervision, or proper weather protection (heat or cold). It may include abandonment. Educational neglect includes failure to provide appropriate schooling or special educational needs, allowing excessive truancies. Psychological neglect includes the lack of any emotional support and love, never attending to the child, spousal abuse, drug and alcohol abuse including allowing the child to participate in drug and alcohol use.

**Sexual Abuse:** Actual or likely exploitation of a child, representing the involvement of dependent, developmentally immature children in sexual activities they do not truly comprehend, to which they are unable to give informed consent or that violate social taboos or family rules, such as but not limited to touching a child's genitals, forcing a child to watch or take part in pornography or coercing the child to have sex. It is considered abuse whether or not the child consents.

Sexual exploitation is the exchanging of money or other economic favors in return for sex.

The abuser is often an adult but can be a child as well.



### **Child Sexual Abuse Includes**

- An adult exposing his/her genitals to a child or persuading the child to do the same
- An adult touching/ fondling a child's genitals or making the child touch the adult's genitalia.
- An adult involving a child in pornography which includes exposing a child to pornographic material
- An adult having oral, vaginal or anal intercourse, Non-penetrative with a child
- Any verbal or other sexual suggestion made to a child by adult
- An adult persuading children to engage in sexual activity

Above points are some examples but sexual abuse is not limited to these points. To be considered child abuse these acts have to be committed by a person responsible for the care of a child or related to the child. If a stranger commits these acts, it would be considered sexual assault. It is considered abuse whether or not the child consents. Sexual exploitation is the exchanging of money or other economic favors in return for sex.

### **BEHAVIOURAL PROTOCOLS:**

PAHAL expects all its partner organizations (committee members, staff, volunteers, patrons, and visitors) to give respect and dignity to all children associated with the work of PAHAL, as well as children within the personal lives of those individuals connected to PAHAL.

PAHAL committee members, staff, volunteers and visitors with direct contact with projects and children must sign a statement to say that they have read the policy, will respect and abide by it and understand that action will be taken in cases where behavior is not in accordance to the policy. This will lead to disciplinary action and possible job loss for staff or dismissal of committee members or volunteers who break these protocols.

Permission will be required from authorized persons PAHAL, for volunteers and external visitors to take photographs or video footage of children. Authorization should be sought from the Director/Committee and strict regulations will be implemented on the nature of how photographs are taken. These photographs and/or video will not be used for any other purpose outside PAHAL without prior permission. It is advisable to take the consent of the children and share the pictures with them to the extent possible.



Committee members, staff, volunteers and visitors must never be alone with children who are not their own offspring in a private place that cannot be readily seen by other responsible adults.

Where possible and practical, the 'two - adult' rule, wherein two or more adults supervise all activities where minors or children are involved and are present at all times, should be followed. If this is not possible, PAHAL staff members are encouraged to look for alternatives such as being accompanied by community members on visits to children.

PAHAL committee members, staff, volunteers and visitors will not discipline a child in a way that is against the Convention on the Rights of the Child. This effectively means no tolerance to any form of violence against the child.

PAHAL committee members, staff, volunteers and visitors need to be aware that they may work with children who, because of the circumstances and abuses they have experienced, may use a relationship to obtain "special attention". The adult is always considered responsible even if a child behaves seductively. Adults should avoid being placed in a compromising or vulnerable position.

Inappropriate behavior toward children, including failure to follow PAHAL Behavior Protocols or sexual abuse of a child is grounds for disciplinary action, up to and including dismissal from employment, volunteer/internship or board /advisory council membership.

PAHAL committee members, staff, volunteers and visitors must be concerned about perception and appearance in their language, actions and relationships with minors and children. PAHAL committee members, staff, volunteers and visitors should maintain a high standard of behavior/character in presence of children. (Example: should not use any unacceptable language in the presence of a child)

PAHAL committee members, staff, volunteers and visitors dress appropriately and culturally sensitive when they visit children, families, communities and programs or work with children.

Inexperienced PAHAL staff and volunteers should not try to handle children with complicating problems. (Example: children who have been sexually abused). These children should be directed to PAHAL a team or professionals with the consultation of the responsible officers.

PAHAL committee members, staff and volunteers should seek to live up to the PAHAL Mission Statement and Core Values in all relationship with others in any circumstances.



## **RECRUITMENT AND SCREENING**

PAHAL committee members, staff, volunteers and visitors will be carefully and properly screened during their recruitment period, including obtaining a police check where possible or necessary.

PAHAL committee members, staff and volunteers will be carefully and properly screened during their recruitment period which includes signing to agree to the Child Protection Policy and stating that there have been no previous convictions for abuse against children, violent behavior or improper and unlawful conduct.

PAHAL will ensure that all the references of approved local candidates for work are checked, preferably by telephone, and recorded in the staff files before the new staff member is invited to take the position. This will include a verbal and written request to the referee of whether they have any concerns as to why the candidate should be employed to work with children.

PAHAL staff, volunteers and visitors agree to **inform the Director/Committee Member** immediately if new information arises that casts doubt on the team member's trustworthiness with children. Such information would be treated as confidential and disclosed to the individual team member for appropriate action.

Individuals who are hired as independent contractors are notified of PAHAL's Policy and Required Standards for Child Protection and are made aware that they are expected to follow behavior protocols set out below.

In the best interests of children, organizations must not hire anyone with a prior conviction for child abuse, paedophilia or related offences. In the event that local law prohibits this broad hiring rule, no person with a conviction for child abuse, paedophilia or related offences may be hired into any position which includes direct access to children. PAHAL reserves the right not to hire an applicant if the background check reveals that the person is not suitable to work with children.

## **RESPONSES TO ALLEGATIONS OF STAFF OFFENCES**

PAHAL committee members, staff, volunteers and visitors will be encouraged to be open in discussing the potential of abuse within the organization, including during the mandatory annual child protection training.

Where an allegation has been made that any of PAHAL committee member, staff, volunteer or visitors has abused a child, PAHAL will take the appropriate action to deal with the situation.





Where there is an allegation, first inform the Director. If the Director is the subject of the allegation, a Committee (or board of directors) member must be informed.

The allegation will be kept confidential, with only those directly involved having the appropriate information.

All details will be entered on PAHAL Allegation form and filed confidentially.

PAHAL committee members, staff, volunteers and visitors found to be widening the circle of confidentiality will have disciplinary action taken against them according to the rules of the sending agency. Committee members and staff will receive a written warning.

Any investigations will be kept confidential and take place under external advice and counsel. Relationships with child welfare and legal organizations should be encouraged for accountability and support in times following an allegation.

Both child and alleged perpetrator will be treated with respect from the start of the process to the end.

PAHAL will not dismiss a child's accusation of abuse without appropriate investigation, no matter who the alleged perpetrator is.

PAHAL will confer with other organizations in a case where the child involved requires extra protection.

Records will be made of all facts related to the investigation and allegation, and these will be carefully and confidentially filed by the Committee. **(Refer to allegation forms)**

If a foreigner is involved, the relevant Embassy will be informed.

PAHAL will designate someone to deal with the media and the police if necessary. Consideration will be made beforehand by the Committee about how the police and media will be informed/involved.

### **RESPONSES TO ALLEGATIONS OF NON-STAFF, COMMUNITY MEMBERS, FAMILY, ETC. OFFENCES**

In order to facilitate the reporting, investigation and follow-through of all cases, PAHAL will set up formal or informal support systems of related professionals and authority within their community. That is, relationships will be maintained with local police, government or non-government social services, doctors, lawyers, social workers, and teachers. All individuals should be encouraged to attend PAHAL annual child protection training sessions, as both participants as well as providers of information related to their community and particular service.

Whenever a staff of PAHAL has a reasonable cause to believe that a child, regardless of whether served by PAHAL, is being abused, that staff must report within 48 hours to the Director, who will report immediately to local authority utilizing the same .

Procedures from all points of will be followed, assuring the safety of the alleged victim and all children within the community.



## **COMMUNICATION ABOUT/TO CHILDREN**

PAHAL recognizes that the world-wide web is increasingly being used by those seeking to abuse children, and that photographs are doctored to create further abuse of children. Therefore, PAHAL will only post pictures of groups of children on its website, and not individuals. It will never display pictures of children in brothels or in vulnerable situations.

Where photographs of children are used PAHAL will take special care to protect children's identities and specific geographic location in all materials.

Disclosure of information about past or present abuse of children and any of the persons involved should be limited to only the people who need to know.

Communications about children should use pictures that are decent and respectful, not presenting them as victims. Children should be adequately clothed and poses that could be interpreted as sexually suggestive should be avoided. Language that implies a relationship of power should also be avoided.

Individuals or organizations requesting the use of PAHAL resources such as videos or photographs should be required to sign an agreement with the appropriate PAHAL entity as to the proper use of such materials. The agreement should include a statement that any use of such materials for purposes other than what is agreed upon could subject the borrowing individual or organization to legal action. Furthermore, failure to adhere to the agreed upon use of the material will result in the immediate termination of PAHAL's permission to use the subject materials and/or require immediate return of all materials provided by PAHAL as well as any copies of such materials.

Private correspondence with individual children by volunteers is discouraged. When reasonable ground exists, all correspondence with a child by the PAHAL volunteers is reviewed for inappropriate or suggestive comments, requests or obscenities. In the event of inappropriate correspondence being discovered, PAHAL reserves the right to sever the volunteer relationship.

## **TRAINING, EVALUATION & MONITORING**

PAHAL will implement training to ensure that all committee members, staff, volunteers and visitors understand the content of this Child Protection Policy before signing their commitment. This training will be provided as mandatory participation by all new member and staff, a one-day session led by PAHAL, local experts and local support team members. The scope of the training will include but not limit itself to Definitions of child abuse, characteristics, causes, handling of



disclosure, reporting systems, laws, local multi-disciplinary specific measures open to PAHAL will be committed to the ongoing monitoring and evaluation of child protection procedures and behavior protocols. Annual staff evaluations will include the items of active listening, activities and behavior that empower clients, assertiveness when advocating for a client, and basic knowledge on child protection issues.

Once a year there will be an opportunity for all members, staff and volunteers to partake in a self appraisal and peer appraisal to monitor the behavior of each.

Should there be any concerns, these should be raised with the Secretary/ Committee.

PAHAL



## **DECLARATION OF COMMITMENT**

To be signed by all PAHAL committee (board of directors) members, staff, volunteer visitors and partner organizations. A copy will be kept on file in the [PAHAL] office.

I declare that:

I have read and understand the (PAHAL) Child Protection Policy and have attended/will attend the [Date \_\_\_\_\_] child protection training.

I will work within the procedure as laid out in the PAHAL Child Protection Policy.

I have not been accused or convicted of any offence involving physical or sexual abuse of children or young people.

I understand that if a complaint is brought against me regarding the abuse of children while engaged in PAHAL activities, the allegation will be thoroughly investigated in cooperation with the appropriate authorities.

Signature: \_\_\_\_\_

Designation \_\_\_\_\_

Date: \_\_\_\_\_

**Dr. Jeetender Kumar Singh**

**General Secretary**

**PAHAL Multipurpose Social Services Organization**

**This policy has been reviewed and is recommended for approval by,**

**Prof, Anil Mishra**

**President**

**PAHAL Multipurpose Social Services Organization**