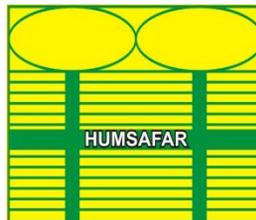


HUMSAFAR
Support Centre for Women

Human Resource and Financial Mangement
Manual
(Staff Policy)

2014



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Introduction

HUMSAFAR, a Support Centre for Women in Crisis was set up in November 2003 in Lucknow, Uttar Pradesh, **to ensure a holistic response to women's human rights violations**. It is collectively managed by a Board of Trustees, comprising of a group of activist volunteers.

The support extended to clients is through paralegal, legal, medical, social mediation, counseling, rescue, shelter and rehabilitation services. These are extended to women across Uttar Pradesh to enable them to access the police /law enforcement machinery and judicial system for justice, free of cost. Over the last decade, HUMSAFAR has enabled many women to register their cases to seek gender justice for violation of their human rights.

VISION AND MISSION

HUMSAFAR has been established to address a concern for justice, empowerment, rehabilitation and protection of women survivors of gender based violence. It even raises social awareness among the community, for paying a larger role in the alleviation of VAW and equally to enable integration of women survivors.

HUMSAFAR works for prevention of violence against women (VAW) and undertakes interventions with women facing human rights violation, by facilitating a process through which women survivors are enabled to make choices and take decisions within a rights framework and be supported in these choices and decisions.

HUMSAFAR is one of the few crisis response centers in the country that simultaneously provides support to women facing violence of any kind, as well as works with different segments of society to ensure that such women can be integrated back into society. Therefore, the organization seeks to change the discourse around VAW through a holistic approach. It not only responds to women in need, but helps transform societal attitudes and practices by motivating local communities to undertake the responsibility to support the safety of women, affected by violence, living in their own homes/neighborhoods.

OBJECTIVE:

The objective of HUMSAFAR is to ensure a holistic response to women's human rights violations in Uttar Pradesh. Within this larger objective the sub-objectives of HUMSAFAR are -

- To provide or arrange for necessary psycho-social, paralegal, medical, shelter and other support to women survivors of violence in Uttar Pradesh, using human rights principles

- To provide support to other women's crisis support centers in the state and elsewhere who may need assistance for their casework
- To initiate alliances with state mechanisms e.g. Police, to provide support to survivors using human rights principles
- To engage larger civil society in understanding and addressing VAW in their regular capacity as citizens, workers, neighbors, teachers, students and so on.
- To create a platform for organizations working on women's human rights violations in the state of Uttar Pradesh for creating common understanding on how to address VAW using human rights principles.

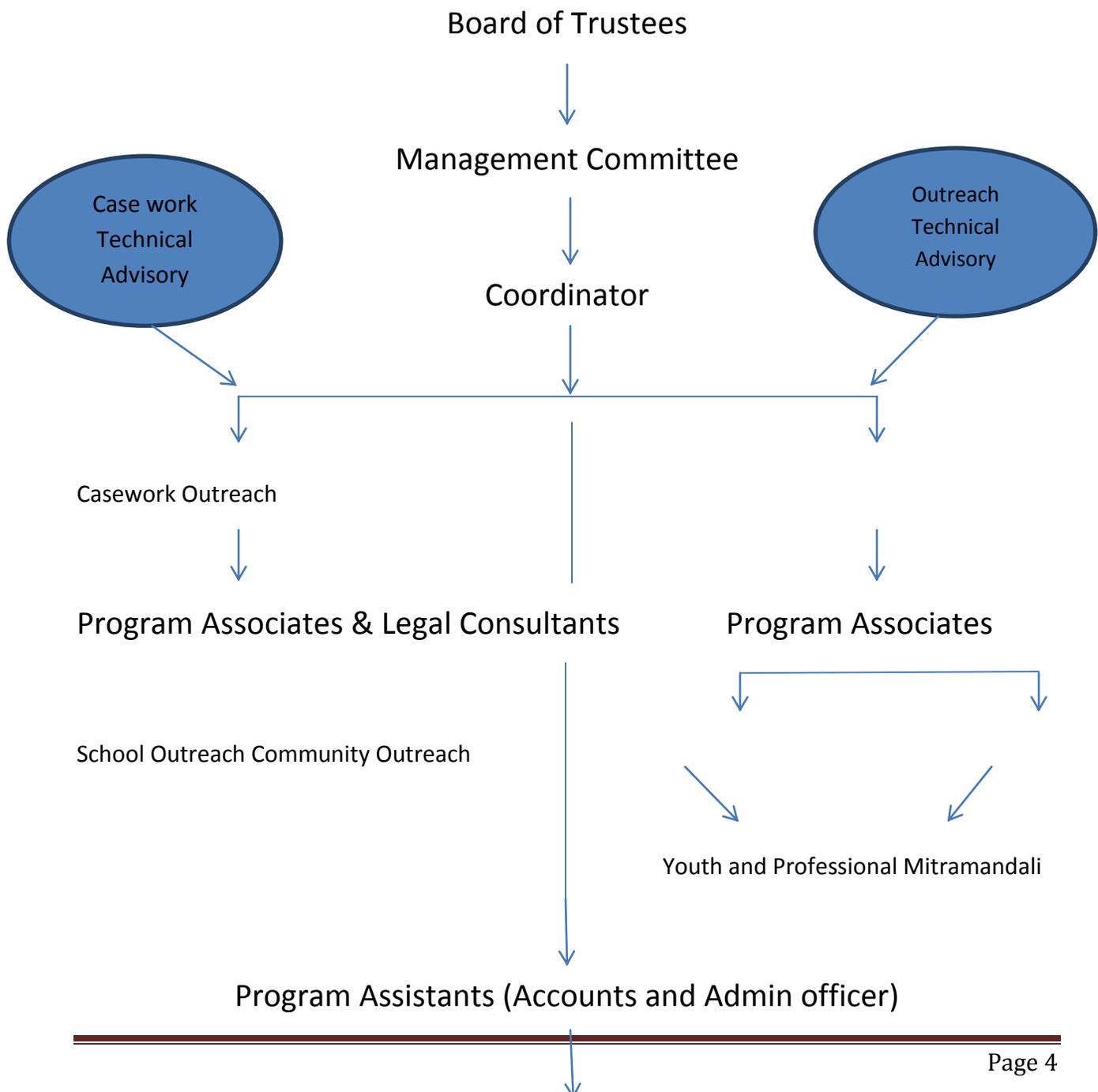
HUMSAFAR's Human Resource and Financial Management Manual has been developed through a participatory process. It is periodically reviewed and updated keeping the growing needs of the organisation over the years.

The Manual is divided into three sections

- A The organisation**
- B Human Resource & Administrative rules**
- C Financial rules**
- D HUMSAFAR's Committees**

Section A: About the Organisation

ORGANIZATIONAL STRUCTURE



Administrative Support

1.2 Types of Functionaries

Categories of functionaries

- (i) HUMSAFAR team – paid honoraria, full time
 - (ii) Consultants – paid honoraria, part time
 - (iii) Volunteers – external, not paid
 - (iv) Interns – external, not paid
- (i) **HUMSAFAR team:** These are functionaries are those who are appointed for a particular period on a contract basis.
- (ii) **Consultants:** Consultants are appointed for a fixed tenure with specific Terms of Reference, who would be paid a specific consultancy fee for the assignment.
- (iii) **Volunteers:** Volunteers are an integral part of the organization’s vision which is called **Mitra Mandali**. HUMSAFAR has two types of volunteers – a) professional **Mitra Mandali** and b) youth **MitraMandali**. Both these categories have no fixed tenure. They remain **Mitra Mandali** members as long as they are active and true to HUMSAFAR’s vision.

Mitra Mandali’s responsibilities are decided by the Coordinator in consultation with the Public Education Advocacy through Community Extension (PEACE) team and PEACE advisory group. Mitra Mandali members are not to be involved directly in HUMSAFAR’s case work.

- The professional **Mitra Mandali** includes local doctors, lawyers, media persons and other opinion makers who share HUMSAFAR’s vision and objectives. They are invited by HUMSAFAR, keeping their social commitment in mind. They periodically meet and contribute their time and resources towards nurturing HUMSAFAR’s vision.
 - Youth **Mitra Mandali** associates with HUMSAFAR inspired by its vision and objectives. After six months of their fruitful association they are entitled for a certificate as a volunteer.
- (iv) **Interns:** Interns are accepted only when they are referred by educational institutions/ organisations for a specific period. Interns are not involved in HUMSAFAR’s direct case work or day to day functioning. They are not entitled to any honorarium.

SECTION B: Human Resource Management and administrative rules

Rules of appointment and termination of functionaries

Humsafar recruits women primarily. The team is recruited through a transparent process that involves seeking applications, screening a database, a written test and an interview. All functionaries are recruited on contract basis, which includes a probation period of 6 months

The key criteria for selection are:

1	Experience	<ul style="list-style-type: none">• Relevant experience for the job• Experience of working in a similar organization and with women
2	Empathy and understanding of issues of values	<ul style="list-style-type: none">• Feminist perspective• Awareness and experience of working on gender issues• Belief in humanitarian values with a rights perspective
3	Qualifications	<ul style="list-style-type: none">• Relevant educational qualification for the position
4	Skills	<ul style="list-style-type: none">• Interpersonal communication skills• Writing skills• Computer and internet skills
5.	Preference	<ul style="list-style-type: none">• Preference to women candidates• Preference would be given to Violence Against Women (VAW) survivors and supporters of struggle for VAW

Procedure for Selection/Appointment of Functionaries

- A databank of applications would be maintained by the HR and Admin Section of HUMSAFAR from which suitable candidates may be screened and short-listed as per requirement. If no suitable application is found in the databank an advertisement stating the desired qualification and experience would be published in minimum one publication and relevant online websites.
- The candidates would be short-listed by the Coordinator and shared with the members of the Managing Committee.

- A committee comprising the Coordinator, 2 members of the Managing Committee and if need be an independent expert with gender perspective would comprise the interview panel.
- A written test (computer and longhand) would be administered to assess writing, language and comprehension skills of the candidates.
- If need be a group discussion would be held if there is group of potential candidates for a particular position.
- After appointment the candidate would be issued a contract letter for a period of two years clearly stating the designation, TOR, honorarium, period of probation of 6 months. It would be clearly mentioned that initially the contract is for a period of two years. The first 6 months of the contract is a mandatory probationary period. If the functionary is found incompatible during staff appraisal and review by the Managing Committee the contract would be terminated after six months. After the first two year contract every successive contract would be for a period of three years, which would be renewed after evaluation and review by the Managing Committee and colleagues.
- The HUMSAFAR team is expected to orient the new functionary with its vision and objectives and work culture, within a week of her joining.

Procedure for Termination/Resignation of Functionaries

- If a functionary wants to resign for personal reasons the reason should preferably be stated. One month's notice should be given before resigning.

Termination of a functionary will take place due to –

- Deliberate violation of HUMSAFAR's rules and values
- Leave of 15 days or more without information
- Not measuring up to work expectations despite two written warnings
- Financial irregularities and misuse of funds/assets of the organisation
- Tarnishing the image of the organisation and breach of trust of colleagues, trustees and partners/ clients of Humsafar

Procedure in case of resignation or termination

In case of either resignation or termination **one month's notice** has to be given by/to the functionary. If no notice is given by the functionary then she/he has to forgo one month's honorarium. In case a functionary is summarily removed by HUMSAFAR the functionary would be paid one month's salary.

Remuneration to Functionaries

Honorarium and allowances

Honorarium will be fixed on the basis of the following criteria-

1. Work experience
2. Educational qualifications
3. Knowledge of operational systems and competencies
4. Understanding of gender issues and experience
5. Responsibility and requirement of work and position

Honoraria for different levels of functionaries is illustrated below. This is tentative and subject to changes depending on allocations by funders. There may be increments of about 10% after an appraisal and review of a person's work when the first contract is about to conclude.

<u>Sr No</u>	<u>Position</u>	<u>Minimum Honorarium per month</u>	<u>Maximum Honorarium per month</u>
1.	<u>Programme Coordinator</u>	<u>Rs-20,000.00</u>	<u>Rs-30,000.00</u>
2.	<u>Programme Associate</u>	<u>Rs-10,000.00</u>	<u>Rs-20000.00</u>
3.	<u>Accountant</u>	<u>Rs-7000.00</u>	<u>Rs-12,000.00</u>
4.	<u>Administrative officer</u>	<u>Rs-6500.00</u>	<u>Rs-10,000.00</u>
5.	<u>Administrative Assistant</u>	<u>Rs-4500.00</u>	<u>Rs -6000.00</u>

Job descriptions of each position – to be revised in consultation with team

POSTION	RESPONSIBILTY
Coordinator (ie chief functionary of the organization)	<ul style="list-style-type: none"> • Coordinate the activities of the organization. Manage the human and material resources. • Coordinate with the Managing Committee and Trustees to ensure participatory decision-making and quality monitoring of the programme/s • Maintain contact/correspondence with the funders, write proposals • Liaison and nurture contacts with national and international network organizations to uphold the organizations vision and • Over see the accounts, budget, purchase, overall mangament of programme/s and funds and report to the Managing Committee and Trust • Prepare programme reports (quartely/annual/ meetings) and monitor and review the plans and activities (concurrently, monthly, quarterly). • Coordinate, communication and montoring with/of the

	<p>team</p> <ul style="list-style-type: none"> • Participate and conduct trainings inhouse and for other stakeholders
Programme Associate	<ul style="list-style-type: none"> • Coordinating the project, including activities, budget, community, consultants, advisory group, and reporting. • Be accountability towards the survivors • Responsible of awareness campaigns • Develop contacts with networks and organizations to ensure mobilization for advocacy • Represent HUMSAFAR at meetings of network partners, stakeholders etc. • Participate in any one of HUMSAFAR's internal committees • Participate in and conduct trainings for community, survivors and others • Work in tandem with other team members for Humsafar programmes and activities
Programme Assistant	<ul style="list-style-type: none"> • Render support to team on adaily basis for administrative work • Have good interpersonal skills to handle telecommunications/ personal calls and visitors • Assist in the maintenance of files and documents • Anyother work as assigned by the team leader/ team members.
Accountant	<ul style="list-style-type: none"> • Maintain the day/book cash book • Maintain accounts/ bank corespondence etc in soft and hard versions • Oversee the maintenance of asset and other regsiters of inventories • Work closely with the Coordinatro and managing Committee • Ensure that all books of accounts are maintained and upto date every month • Keep a tally of project wise financial expendiutres and reports and report to Coordinator/ Managing Committee

Social security

Presently HUMSAFAR is restricted due to non availability of adequate financial resources to offer much by way of social security to its functionaries. There may be changes in this situation later on; Humsafar may then consider other forms of social security benefits for the team. Presently, Humsafar undertakes compulsory Medical Insurance to the tune of Rs 1,50,000 (Rupees one lakh fifty thousand only) for each team member. The annual premium is paid by the

organization. HUMSAFAR will consider registration of the functionaries to avail the National Pension Scheme, which they could subscribe for in the interest of long term social security.

Renewal of Contract

- Each functionary would be recruited for a period of two years, including 6 months of probation. After the probation period is over the functionary would be appraised by the team members and at least two Managing Committee members on several standard parameters, to assess the personal and professional growth, achievements related to the assigned job, experiences gained and shared, capacity building initiative taken, punctuality and regularity of work related deliverables, dedication towards duties and empathy of HUMSAFAR's values, vision and objectives.
- After the expiry of the initial two year contract, the contract would be renewed a period of 3 years, subject to favorable evaluation of peers and two Managing Committee members. In the case of exceptional work done by a person being found extraordinary, promotion/ incentive shall be given to the functionary.
- An increment would be granted after favorable peer and Managing Committee review report. In case of adverse evaluation the staff member would be given feedback and time bound opportunity to shape up, but no increment would be given.

Capacity Building

(a) Categories of Capacity building

- 1. Institutional-** This is related to the functionary's job responsibilities and institutional growth.
- 2. Personal-** This is the capacity building for the functionary's personal growth as different from the role she/he plays as a team member of HUMSAFAR.

HUMSAFAR believes that each functionary should be provided an opportunity to enhance her understanding, education and professional qualifications as well as technical skills to enrich herself as a person as well as keep pace with the changing demands of the job.

HUMSAFAR would attempt to undertake the capacity building of the team in a planned and phased manner bearing in mind the specific job profile and required orientation and skills.

- At the time of annual review each functionary would present her/his personal capacity building plan.
- HUMSAFAR would provide opportunity for capacity building including exposure visits, educational tours and participation in training programmes.
- When HUMSAFAR receives an invitation regarding capacity building opportunities the interested functionary can avail the opportunity, subject to availability of funds, time and

utility of the training. She would have to formally apply to the Coordinator who would forward it to the Managing Committee whose decision would be final. In case of the Coordinator she would directly apply to the Managing Committee.

- Besides institutional opportunities, each functionary will be encouraged to continue his/her professional/personal growth. For this HUMSAFAR would compassionately consider his/her request for leave subject to the HUMSAFAR's rules.
- Each functionary is expected to continue with his/her formal studies and include these plans in their annual personal growth plan. The functionary would avail allotted leave for this purpose.
- Any functionary who has completed 5-10 years with HUMSAFAR can avail a 'sabbatical' ranging between 1 to 3 months, for which he/she would have to make a formal application/presentation, in advance, sharing the plan and the manner in which it would benefit him/her.

Appraisal of functionaries

A systematic evaluation of functionaries will be undertaken for their continuous growth. The following criteria shall be addressed during the evaluation-

- Working capability (responsibility, enthusiasm, values, perspective, work output)
- Grasp of the subject matter/issue and ability to develop one's capacity
- Discipline/adherence to rules, norms, procedures and democratic processes.
- Upholding HUMSAFAR's values
- Leadership qualities and team work
- Addition/and or change in responsibilities if any
- Organizational behavior
- Transparency and accountability

Process of Appraisal

- Monthly planning and Report- Every month each functionary should prepare a monthly workplan and share with the team in the meeting.
- Each functionary would first undertake a self-evaluation. After the feedback from the entire team, two Managing Committee members would undertake an evaluation on the listed criteria as above.

Appraisal Report

- The appraisal report, with the signatures of the evaluation team and Managing Committee members would be maintained in the office records/personal file of the individual functionary.
- The appraisal would also identify the capacity building needs of growth of each functionary.

Personal File

A personal file of each functionary will be maintained that will include – personal details and contacts of the person, selection process, terms of contract, account of leave availed/holidays availed, self appraisal, yearly evaluation form, etc

Team Building

For maintaining a positive and constructive environment, harmonious relationships and building the team, several activities like picnics, celebration of festivals, group work, watching films etc will be carried out. A budget of Rs 3000 will be submitted each year in the team for such group activities.

Consultancy assignments by functionaries

The consultancy assignments by functionaries may not be for more than 3 days in a month, not more than 10 days in a year; for which advance notice must be given by her. It can be of the following types:

- The contract of the consultancy can be made by the Humsafar through a defined ToR, such as an external institution/ organisation, person, governmental, non-governmental department.
- A functionary takes up an individual consultancy outside the Institution, keeping in mind, the objectives, ideals and dream of the Institution. If the assignment is more than 5 days, then 20% of the fee should accrue to the organisation as well.
- If Humsafar takes up an organisation level consultancy then the person/s doing the assignment will be given 20% of the total fees accrued to the organisation.

Grievance redressal

Hearing of problems and issues of functionaries shall be done at the following levels-

1. Monthly staff meetings
2. Directly dialogue with the Coordinator

3. A written complaint can be sent to the Managing Committee
4. Sexual Harassment Monitoring Committee

LEAVE

(a) Functionaries are entitled to following types of Leave

S. No.	Type	Number of Days
1.	Medical Leave	15 per year
2.	Casual Leave (CL)	12 per year
3.	Annual Leave (AL)	18 per year
4.	Maternity Leave	90 days

The following procedures will be used by functionaries to apply for leave.

1. Medical Leave:

- This does not require any verification, but a misuse of this will be taken as violation of the value of transparency of the institution.
- A functionary will be granted sick leave of 15 days. A medical certificate and doctors prescription must be submitted in case of serious illness.

2. Casual Leave:

- All functionaries will be given 12 days of casual leave in a year.
- A maximum of 3 days of casual leave can be taken at a time.
- Prior to taking leave, the person must notify the office.
- Leave application forms must be filled before taking leave during presence in the office.
- Weekly holidays and only one casual leave can be taken by persons on probation; and no other leave can be taken by them. Other than this, if any functionary on probation takes a leave for any day, then a deduction will be made for that day from her monthly honorarium.
- In special circumstances, two leaves in the C.L category can be taken from AL.

3. Annual Leave

- All functionaries (including those 6 months probation after 1 year term) will be provided with an annual leave of 18 days in a year.

- Before taking leave, the functionary must inform in the monthly meeting and 7 days prior to taking a holiday. The form prescribed by the office must be filled (in writing) and approved by the reporting team leader.
- The responsibility of the work of the one taking a leave must be given to a another person in order not to affect the work during the days absence.
- Annual Leave can be taken for a minimum of 2 days at a time.

4. Maternity Leave:

All the female functionaries, who have completed one year of service, will be provided with a maternity leave of 3 months on giving birth to or adopting a child.

5. Compensatory Leave

- If a functionary has been called to work during her holiday then she can take leave (for that day) on any day in the next 10 days after speaking with the Team Leader.
- If a functionary wishes to work during his/her holiday then no compensatory leave will be given in turn.

6. Half Day Leave:

This can be taken only thrice in a month and this half day will be deducted from Casual Leave.

7. Two Hour Leave:

This can be taken only three times in a month and this leave will be deducted from Casual Leave.

8. Saturday leave:

- Each functionary can take 1 Saturday off in a month. Office will not be closed. Prior to taking leave, the person must notify the office.

9. Unpaid Leave:

- If a functionary's close relative, mother, father or herself has any health related or other serious problem and the worker has consumed all other leaves then the worker can take unpaid leave.
- Such a leave can be taken only in special circumstances after all other leaves have been consumed by a functionary.

10. Public Holidays:

Leave in connection with a public/festival holiday will be given based on the prescribed format

in a year.

11. Basis for deciding Public Holidays:

Leave for religious public holidays shall be decided by the functionaries keeping in mind all religions, areas and environment.

(c)Absence

If a functionary remains absent for 3 days, without notifying the office, then she /he will be traced her at her residential address and asked about her whereabouts from her friends. If it is found that she/he has not given information, regarding her absence, deliberately then the office may take suitable action.

Office Timings

Office timings from Monday to Saturday are 10 a.m. to 6 p.m. The timings can be changed if needed. Each functionary must sign the attendance register on arriving at the office. In case a person cannot take weekly leave due to excessive work, then she/he can take a leave on any day of the following, after consulting with the team.

Planning and Reporting

- Organisational Planning will be done at the commencement of the calendar year. Thereon planning it will follow on a monthly and quarterly basis on stipulated dates. During this period all functionaries are required to participate.
- Each functionary is required to prepare a monthly report and share it with other team members via email and also during the meeting. On the 29th of each month, this report is sent to the Core Members.
- In addition, the Coordinator has to prepare a report for the Donor (Donor Institution) and Home Ministry or L.I.U.

SECTION C

Finance, Administration and Purchase Norms

Humsafar will observe the financial year from April 1st – March 31st

1. Maintenance of expenditure

Humsafar will maintain project wise, head wise expenditure statements for reporting purposes. It will maintain a regular account in a scheduled bank for all transactions. For externally funded projects involving funds in foreign currency a separate FCRA account will be in operation in the same scheduled bank. The signatories for banking and other purposes will be designated by the Board of Trustees. They will also appoint a statutory auditor for the annual audit and ensure that internal audit takes place timely as well.

In the case of audit by donors, Humsafar will only make available the concerned project related documents, books of accounts, bills and vouchers, statements of expenditure and audit for that particular project of the concerned donor. Donor will have to seek formal permission and time to examine these documents in the presence of the Coordinator and Accountant.

- Project expenditures will be planned annually and quarterly by the Coordinator and shared with the Managing Committee.
- At the end of each month, the Coordinator will draw up an outline of expenses for the different programmes to requisition advances for the following month, as per plans. These advances would be approved by any two members of the Managing Committee.
- To maintain transparency the bills/vouchers submitted by any functionary will be approved and signed by the Coordinator, after scrutiny by the accountant.
- Adjustment for advances drawn must be submitted within a week by all functionaries to the accountant. The Programme Coordinator would not sanction any further advance till the previous advance is not settled.
- On the 15th and 28th of each month, the Coordinator must give a detailed report of expenses/advances incurred for any activity to the Accountant. She/he must ensure that it happens.
- The Coordinator is permitted to keep an advance of Rs 10,000/-.

- Advances up to Rs 30,000/- would be permitted for office expense (travel and other petty expenses) after approval of an itemized list.
- All payments above Rs 2000/- would be made by cheque.
- All payments to parties should be duly approved and cleared within the month so that no pending payments are visible in the monthly statement.

2. Cash Management

- Cash should always be kept in the Cash Box or at a safe place, under lock and key, by the accountant.
- Care is required to be exercised on receipt of defective notes so as to remove incidence of holding redundant cash.
- Payments in cash should be discouraged. As far as possible all payments beyond Rs. 1,000.00 (except advances to staff for expenses) should be through crossed cheques/ drafts.
- In the event of the accountant going on pre-sanctioned leave cash key and the cash box with Cash Book will be handed over to the other authorized person who is going to officiate.

Do's and Do not's regarding Cash transactions

Do's	Don'ts
<ul style="list-style-type: none"> • Maintain cash book on transaction to transaction basis 	<ul style="list-style-type: none"> • Do not postpone in making entries in the books even for a day.
<ul style="list-style-type: none"> • Make entries in the books and then pay cash and not vice versa. 	<ul style="list-style-type: none"> • Do not let persons other than accounts personnel make entries in the books of accounts.
<ul style="list-style-type: none"> • Tally the balance shown in the cash book with actual cash balance at the end of each day 	<ul style="list-style-type: none"> • Do not postpone making postings in the ledgers for a long period.
	<ul style="list-style-type: none"> • Do not pay or receive cash without making entries for any reason
	<ul style="list-style-type: none"> • Do not entertain cash transactions without proper supporting evidence.

3. Purchase Policy

- Purchases/publications/repairs over Rs 10,000/- (Rupees ten thousand only) would be approved by the Purchase Committee and thereafter sanction by the Managing Committee. Any items which are printed must mention 'For private circulation only'.
- Hiring of consultancy services of over Rs 10,000/- must be proposed by the programme coordinator and approved by two members of the Managing Committee.
- For purchase of articles/stocks above Rs 3000, three quotations from different shops/agencies must be obtained by the Coordinator or accountant to be placed before the Purchase Committee before short-listing the lowest rate. If another rate is approved by the purchase Committee, than the reasons for it should be put on record.

4. Use and safety of Organizational Resources

- Electricity: All functionaries should remember to use organizational resources with economy and efficiency. For example, lights, fans, and any other electrical appliances must be switched off when not in use. Similarly, water, paper, ink and other office supplies should be used most efficiently not indulging in waste.
- Computer: The responsibility of cleaning and maintaining the computers/Laptops/printer/internet services would be the responsibility of the functionaries. The admin person should be informed well in advance regarding computer supplies, hardware and software requirements as well as office stationary. Admin and functionaries should safeguard computer security and should have passwords to protect office files. Back up files and virus scanning etc. should be maintained diligently. The accounts computer should also maintain its records on an external hard disk as well.
- If a functionary uses office stationary or printer for personal use it should be paid for and a bill collected.
- Post/Courier: Admin should ensure that all incoming official e-mails and posts should be maintained either in a soft or hard copy for immediate retrieval. Incoming and outgoing posts should be maintained in a register for purposes of record.
- If there is any invitation for a training/workshop/meeting etc then the concerned functionary must be informed in advance and the response sent for the invitation. A copy of this should also be posted on the notice board. If the concerned functionary is unable to attend it should be forwarded to another functionary.

5. Maintenance of Records and Inventories

Humsafar will follow the policy of not storing large stocks at its offices. Items should be procured as per need and utilized for the planned purposes. Thus, the items will be in possession for a short period of time. Inventory records shall be maintained for all items of stationary, office consumables, publications, items purchased for distribution among community.

- A stock register shall be maintained containing details of items purchased, quantity purchased, quantity issued and the balance quantity.
- These records shall be maintained by the admin staff or any other person to whom this responsibility has been assigned by the Programme coordinator.
- The admin person will physically verify all items in her custody and reconcile them with the balances reflected in stock register at least once in a month. She will prepare the report of physical verification containing items verified, quantity verified, and quantity as per records, difference noticed and reasons for difference, if any. The report will be submitted to the Programme Coordinator. Once in every quarter the Programme Coordinator will do this exercise.
- The reports along with recommendation for action to be taken for discrepancies observed shall be submitted to the Coordinator.

The following registers will be maintained for keeping and inventory of documents and activities, while more will be added if the need arises.

Serial No	Register
1	Attendance –staff/and lawyers - 2
2	Internship attendance register
3	Staff leave register
4	Daily journal register (local travel) register
5	Visitors' register- (people who come to the office)
6	Workshop register
7.	Book /documents/ reports issue register (Library)
8	Catalogue of books in library
9	Asset issue register (for usage of office assets by functionary)
10	Stock register
11	Cash register
12	Advance register
13	Cheque detail register
14	Dak received register
15	Dak dispatch register
16	School programme register

6. Travel and TA/DA

Procedures for requesting advance for travel

- Travel Advance should be limited to the estimated cost of travel and related expenses.
- The advance should be settled by rendering appropriate traveling expenses bills duly approved by the Programme Coordinator/appropriate authority. A brief report of the tour should be submitted along with the travel bill indicating the fulfillment of the purpose for which the travel was undertaken.
- The cost of travel tickets purchased by the office should be accounted as “Travel advance (to concerned staff)”. On completion of journey, the total traveling expenses including cost of travel tickets should be debited to Traveling Expenses (or other related account like Training, exposure and workshop Expenses) and should be credited to “Travel advance” for cost of tickets and to account of concerned staff for the balance amount.

The cancellation charges of tickets should also be accounted to traveling or other related account.

Some rules for advances

- No adhoc advance should be given. Advances should be allowed only to cover immediate expenses and specific work as approved by the project coordinator/ project team leader on advance requisition form (annexure attached).
- All advances are to be accounted for in the recipient’s name.
- Advances should be allowed only on the basis of requisition slip with the detailed break up of required amount and purpose.
- Normally, no second advance should be approved by the project coordinator/ project team leader and allowed by the accountant, unless the first one is settled.
- All advances should be settled immediately after the expenses have been incurred, in any case within a week. Any amount outstanding for more than a week shall be deducted from the salary of the person.
- As travel expenses constitute a major cost to the organisation, it will be the endeavor of Managing Committee/ Programme Coordinator to curtail expenses on travel and take judicious decision while authorizing travel plans and expenses.
- Prior permission of the program coordinator must be taken before a tour by a functionary.
- For local travel functionaries would use bus/auto/rickshaw and personal vehicles for which actuals reimbursements would be made. Against use of personal two-wheelers

functionaries would be reimbursed at a per kilometres rate subject to revision with due consideration by the Managing Committee.

- Functionaries are entitled to train journeys by two/three tier in consideration of safety and security. In emergency cases functionaries may travel by sleeper class. Ticket forms must be accompanied by ticket and bills for purchase thereof and must be submitted in the office within a week of return from the tour. Travel by Rajdhani or AC I/ or air must be approved by the Managing Committee. In case such travel is paid for by the party extending the invitation then HUMSAFAR has no objection. However, bills, receipts and tickets should be submitted as per rules.
- Log book must be filled by functionaries while using personal two-wheeler/four-wheeler vehicles. Payment will be made at the end of the month at the rate of Rs 5 per kilometer for two-wheeler and Rs 10 for four-wheeler.
- The Log books shall be checked by the Programme Coordinator randomly to ensure the proper use of vehicle, proper maintenance of Log Book.
- Any journeys by train making Tatkal tickets should be avoided and shall be undertaken only with prior permission from the Secretary/ Executive Director and Programme Director

Lodging Expenses

Humsafar team members travelling to other locations are advised to exercise economic discretion while hiring basic lodging facilities available in the travel destinations.

- Accommodation bills will be paid as approved by the Managing Committee and as per policy guidelines. All travel claims must be accompanied by copy of tickets, bills of hotels and taxis receipts.
- At present Humsafar has not allocated different rates for different levels of staff for travel expenses. This may change in the future. Boarding and lodging allocations are sanctioned as follows:

Cities/towns	Lodging in Rs. (Upper limit, but actuals will be paid)	Boarding (A total sum would be paid)
A class cities: Delhi, Mumbai, Kolkata, Hyderabad, Madras and Bangaluru	2000 per day	1500
B class cities – state capitals other than the above and district headquarters.	1000 per day	600
3. Other towns/ Rural Areas	300 per day	500

- Accommodation expenditure will be payable only if a functionary is traveling outside the area of residence.
- Claim of travel expenses should be made within seven days of completion of travel.
- Tour and movement plans of each functionary should be displayed on the notice board each week.
- In case the boarding and lodging is provided by the host organization then the functionary could not claim these expenses.

For the purpose of the Diem Allowance, a day (24 hours) will be deemed to have started from the time of departure from the base station (**Residence or Office**) and the number of days will be counted up to the same time on the date and time of return. There will be no per diem entitlement for a fraction of a day **below 12 hours**.

Other Expenses during Journey

Actual expenses incurred on local conveyance from residence to railway station/ bus station/ airport and vice versa and from hotel/ place of stay to work and vice versa and telephone expenses for contacting office will only be allowed. No other expenses (like personal telephone calls, laundry, medicines, etc.) will be entertained.

Payment/ Reimbursement of communication Expenses

The facility of landline phone, mobile and internets at all project locations is now inevitable. The entitlements will be as follows.

- The Programme Coordinator shall be provided post paid mobile plans and Data card in the name of “Humsafar” and their mobile usage limit will be Rs.1000/- per month and the data card limit will be Rs. 750/- per month .
- The other team members will be facilitated a post paid mobile connection in their own name and their usages limit will be up to Rs. 300/- per month.
- For usage of internet, the Data card connection shall provided at the office for all team members as per need.
- The phone bills would be reimbursed only after the submission of coupon or receipt for the same.

Investments

In case, the funds cannot be applied immediately or at an early date for the fulfillment of grant objectives, the management is authorized to invest such money in nationalized banks as Fixed Deposits on approval of the Trust Board.

The Fixed deposit investments should be made as per the directions contained in the respective Grant Agreements. The management has to comply with the following regulatory provisions also while making the investments:

- Foreign Contribution (Regulation) Act, 2010;
- Income Tax Act, 1961; and
- Trust Act

Two key aspects have to be considering investment of funds:

- Investment of temporary surplus funds pending utilization for the objective for which they are received;
- Investment of surplus funds in highly liquid investment so that it is easily available when it is required to be used for the objects for which they were received;

The earnings through interests on investments will be considered as a part of the donor or project fund that was invested and its utilization will be done on the activities of the similar project with due consent from the respective donor agency, as applicable.

Amendments

Important amendments can be made in the service guidelines from time to time at the discretion of the Managing Committee which will be applicable from the date of orders given by the office.

SECTION C: Committees of Humsafar

1. HUMSAFAR TRUST BOARD

The HUMSAFAR Trust has been set up to implement its vision and objectives.

The Trustees - the board of trustees comprising of 5 members has been constituted. The number of members and whom to include will be subject to revision so as the Board of Humsafar is refreshed from time to time, wherein older and senior members make way for new members to come in to refresh the Board from time to time. (resolution needed)

Duties:

- To develop the vision for HUMSAFAR's programmes
- Uphold the principles, core values and work culture of HUMSAFAR. Have an understanding of gender rights and VAW issues
- Guide the organisation in implementing the different projects
- Oversee the programme implementation as and when needed
- Monitor the financial status and expenditure of the organisation
- Liaise and connect with the relevant donors as and when needed.
- Constitute sub committees, if needed, for supporting the team of Humsafar, to roll out the projects.
- Facilitate in the induction of new members as and when needed.

Term: resolution

- Each Trustee would be nominated for a period of five years subject to renewal for one more term
- One third members would withdraw every five years

Board Meetings will be held as stipulated in the Trust Document)- annual and half-yearly.

- A meeting can take place in case of any emergency situation and can be called by any of the members.
- A minimum of 3 members and maximum of 5 members must be present in the core group meetings for any decision making.

2. MANAGING COMMITTEE

In order to support and guide the team of Humsafar, as the organisation is growing and expanding its area of work it is proposed to have a Managing Committee for 2 years. Its term may be extended and the members may also change, upon their availability. This committee

(a) Comprising of 3 Trustees would devote time to assist the team on a more regular basis including crisis management.

(b) Term

- The Managing Committee would have a tenure of 2-years or more.
- To ensure continuity of the Managing Committee every two year one Managing Committee member would withdraw and a new one would be taken in from the existing members in the Board

(c) Responsibilities:

- Help develop the team's and staff members monthly, quarterly and annual plans
- Monitor and guide the team to implement plans and meet deadlines/ deliverables.
- Help develop financial plans, close scrutiny of financial transactions. Oversee audit and budgeted expenditures
- Help identify new donors, develop new proposals and prepare budget as per activities.
- Guide consultants for research projects
- Review manuscripts before they are published
- Help the team network with civil society, mitra mandali and other stakeholders
- Sanction approval of advances/expenditures
- Constitute a Purchase Committee for approval of expenditures over Rs10,000. The sanction will only be given by the Managing Committee.
- Select functionaries along with an external expert, sanction the appointment of the candidate.
- Conduct review of new functionaries at the end of the mandatory six month probationary period.
- Conduct annual review of every staff member and then sanction increment as per performance. Institute a review of Humsafar every two years or a midterm/ end term review of a particular project.
- Approve the capacity building initiative/plan of functionaries.
- Regularly participate in the amendment of the staff policy guidelines and other issues.

The Managing Committee is of the view that an Advisory Resource Group for Humsafar be constituted in order to draw upon the expertise, support and guidance of an expert group. The group may not be involved as the managing committee, but can certainly

provide many inputs through email, correspondence and even quarterly meetings, when Humsafar's work is reviewed. Members can be academics, lawyers, social scientists, management specialists, advocacy specialist, counselors/ psychologists or others who have a vision and a sensitive to issues of GBV and women's rights.

3.SEXUAL HARASSMENT COMMITTEE

It is imperative to have a sexual harassment monitoring committee in Humsafar, since it is already working for VAW. The members of Gender Equality Committee will also be members of this committee.

Role of Sexual Harassment Monitoring Committee:

1. Interface by the Committee in matters of sexual harassment of team members or others.
2. The redressal of the affected person if required implies the compensation for damage done to the person, deciding on the strategy and enforcing it.
3. Arranging for counselling and providing support in the personal life of a worker if called upon for help.