

2017

CENTER FOR
COMMUNICATION PROGRAMS
PAKISTAN

HUMAN RESOURCES
&
ADMINISTRATION MANUAL

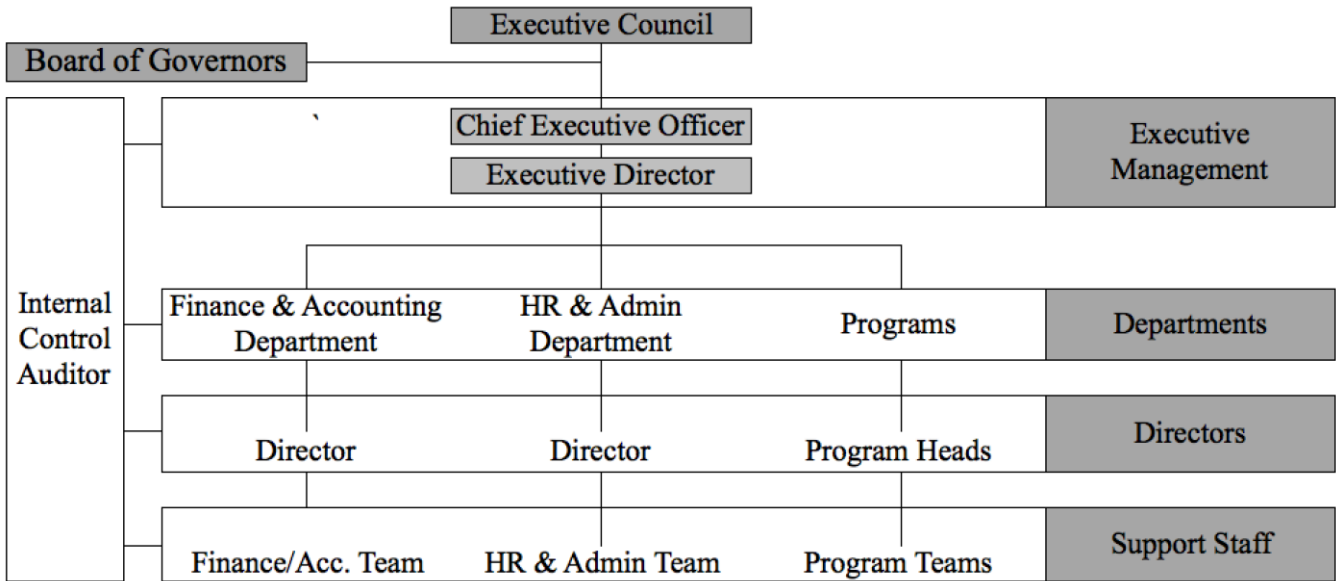
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I. ORGANIZATIONAL CHART



II. LIST OF ACRONYMS

Center for Communication Programs Pakistan	Center
Chief Executive Officer	CEO
Executive Director	ED
Equal Employment Opportunity	EEO
Cost of Living Adjustment	COLA
Bereavement Leave	BL
Administrative Leave	AL
Sick Leave	SL
Annual Leave	YL
Leave Without Pay	LWP
Maternity Leave	ML
Paternity Leave	PL
Compensatory Leave	CL
Computerized National Identity Card	CNIC
Curriculum Vitae	CV
Travelling Authorization Form	TAF
Travelling allowance	TA
Technical Evaluation Committee	TEC
Procurement Committee	PC
Travel Expense Report	TER
Human Resources	HR
Meals & Incidental Expenses	M&IE
Purchase Requisition Slip	PRS
Comparison Sheet	CS
Purchase Order	PO

III. CENTER FOR COMMUNICATION PROGRAMS PAKISTAN

Center for Communication Programs Pakistan (hereafter Center) uses communication to save and improve lives. Center has been registered under the Societies Registration Act of 1860 in 2011, in Pakistan as an independent non-profit organization.

Center's head office is located in Islamabad, Pakistan. All contracts, financial documents, policies and procedures, and activities pertaining to programs are approved and finalized at the head office.

MISSION

Center's mission is to save lives, ensure basic human rights and improve overall wellbeing, especially of disenfranchised, disadvantaged and vulnerable sections of population, through social and behavior change communication, research, advocacy and capacity strengthening.

GOALS

In order to fulfill its mission, Center is actively pursuing following goals:

- Conceptualize, develop, implement, and evaluate strategic communication interventions for saving lives, ensuring basic human rights and improving wellbeing;
- Influence dialogues, collective action and individual behavior for social uplifting through evidence-based communication, advocacy and social mobilization interventions that are culturally appropriate and locally sensitive;
- Enhance access to information and the exchange of knowledge to better meet social and societal challenges;
- Conduct research to guide program designs, evaluate impact, test theories and advance knowledge in development communication;
- Improve and strengthen the subject of development communication through research, publications and knowledge sharing; and
- Create a core mass of development communication experts in public, private and not-for-profit sectors at national, regional and community levels.

IV. PURPOSE

This manual is designed to acquaint the staff with Center and provide with information about organization's culture, policies and practices, rules, working conditions and benefits effecting employment. The terms and conditions contained in this manual apply to all staff and abiding to these terms is considered a condition of continued employment.

This manual is addressed to all staff, project-based or regular, employed and being provided administrative support by Center. Donor regulations and compliance requirements will supersede if policies stipulated in this manual does not conform, or cover any particular area, or fall short of full description or are in conflict. Executive Management reserves the rights to interpret, change, suspend or cancel with or without notice, all or part of these policies. The designated employee will make revisions to this manual only, and in accordance with Center's policies and with the approval of the Executive Management.

1. HUMAN RESOURCE

1.1 RESPONSIBILITY

Under the guidance and support of the Executive Management, Human Resources and Administration Department, among other tasks, has the primary responsibility for the implementation and ensuring compliance of this manual in a facilitative and participative spirit.

1.2 HIERARCHY

Center has a lateral staffing structure and its staff is classed under the following categories

LEVEL	DESCRIPTION
S – 4	Executive Management (Chief Executive Officer and the Executive Director)
S – 3	Directorial Staff (Section Heads)
S – 2	Specialist, Managerial & Officer Staff
S – 1	Support staff

1.3 MANAGEMENT STRUCTURE

1.3.1 Chief Executive Officer (CEO)

Appointed by the President and endorsed by the Executive Council, Center's Chief Executive will be responsible for policy direction, management oversight, fund raising, national and international alliance building and donor relations.

1.3.2 Executive Director (ED)

Appointed by the Chief Executive Officer (or by the President in case the position of the Chief Executive Officer is vacant), the Executive Director will be responsible for technical oversight, quality control and overall program management. The Executive Director will also perform all roles/responsibilities of the Chief Executive Officer in his absences.

1.3.3 Directorial Staff

Comprising various section heads and responsible for their respective teams, the directorial staff could be tasked by the CEO/ED to perform any management duties as required. These delegated management tasks will be clearly specified along with the degree of authority reposed in the individual through formal office memos.

1.4 ETHICS COMMITTEE

Any matters of sensitive nature, or that fall under Center’s zero tolerance policy such as sexual harassment, fraud, bribery, corruption, abuse, nepotism and discrimination, require an unbiased investigation. For purpose of such investigations and decision-making on those investigations, Center provides for the formation of an Ethics Committee. The Ethics Committee will be chaired by the Director HR & Admin and include two staff members in accordance to the relevance of the situation. CEO/ED will only be a part of the Ethics Committee where a complaint is in relation to the Director HR & Admin. Where a complaint is in relation to the CEO/ED and the Director HR & Admin, the President or a member of the Executive Council will be appointed as the chair of the Ethics Committee. All issues brought and discussed in the Ethics Committee will be formally documented and made available to the EC during regular meetings.

The Ethics Committee will deliberate and decide on all matters within a period of two months and will have at its disposal all available resources for further investigation into the matters that are brought forth to the Committee. The Committee will submit its submissions on each case with proposed action to the Executive Management, or in cases where the complaint is against any of the members of the Executive Management, to the Executive Council for final decision.

2. CODE OF CONDUCT

Code of conduct can be defined as the principles, values, standards, or rules of behavior that guide the decisions, procedures and systems of an organization in a way that contributes to the welfare of its key stakeholders, and respects the rights of all constituents affected by its operations.

All employees of Center must follow the Code of Conduct defined in this manual. Appropriate disciplinary actions shall be taken in case of non-compliance of the Code. The HR and Admin Officer will ensure that every employee is given an orientation and copy of the Code for record at the time of joining.

2.1 CONFLICT OF INTEREST

Each employee shall be free of any personal interest that could influence his/her judgment or action in the conduct of services or affect his or her responsibility in managing the affairs of Center. An employee must not only avoid situations that give rise or could give rise to a conflict of interest, but also situations that create the appearance of a Conflict of Interest

2.2 NON-DISCRIMINATION POLICY

Center aims to provide equal employment opportunities to qualified individuals regardless of race, color, ethnicity, caste, gender, nationality, origin, ancestry, religion, age, disability or marital status. Any discrimination against any employee at any level shall be reported to the Director HR & Admin, and the HR function shall ensure that complete complaint redress procedure shall be followed leading to disciplinary action.

2.3 CONFIDENTIALITY

All information concerning stakeholders, former stakeholders, staff, volunteers, donors, and financial data, and business records of Center is confidential. “Confidential” means that an employee is free to talk about Center and about his/her program and position, but is not permitted to disclose stakeholders’ names or talk about them in ways that will make their identity known.

All employees must protect confidential information, and prevent such information from being improperly disclosed to others inside or outside Center. All employees must learn, to a greater or lesser degree, facts about Center’s activities, plans and operations that are not known to the general public or other agencies. Any employee may not disclose any confidential information of Center obtained from his/her role to others or use any such information for his own or someone else’s benefit. Center’s employees should not communicate or transmit confidential or sensitive information through external online communications services, such as the Internet. Appropriate disciplinary actions will be taken in case of negligence in complying with the above policy.

During the employment tenure and after termination of employment with Center, the employee must never disclose or request disclosure of proprietary or confidential information about Center or its beneficiaries to anyone.

2.4 SEXUAL HARASSMENT

Sexual harassment includes abuse of a sexual nature including, but not limited to, commentaries on the victim's body, suggestive objects and pictures in the work place, degrading words used to describe the victim, or proposition of a sexual nature. Sexual harassment also includes the threat or insinuation that lack of sexual submission will adversely affect the victim's employment, wages, advancement, assigned duties or shifts, academic standing or other conditions that affect the victim's "livelihood".

In case any employee feels that he/she is victim of sexual harassment, the event needs to be reported to the Ethics Committee. Anonymity of complaints shall be ensured to ensure safety of complainant. The Ethics Committee shall ensure appropriate disciplinary action is carried out against such complaints.

2.5 FISCAL IMPROPRIETIES

Center expects its entire staff to maintain the highest standards of ethical conduct and to ensure their compliance with all applicable laws, regulations and accounting principles. Any accounting fraud or other fiscal impropriety is strictly prohibited. Some examples of fiscal improprieties include, but are not limited to:

- 2.5.1 Unauthorized or unethical use of funds;
- 2.5.2 Fraudulent accounting or reporting of expenditures;
- 2.5.3 Illegal or unethical fiscal activity (e.g. theft, embezzlement etc.)
- 2.5.4 Improperly gaining or potentially gaining financial benefit from beneficiaries; and
- 2.5.5 Aiding and abiding other's fiscal improprieties.

A willful failure to report a fiscal impropriety may be construed as aiding and abetting the wrongdoer. In addition to disciplinary action and/or termination of employment, fiscal impropriety may result in personal liabilities to the wrongdoer and criminal prosecution in accordance with the applicable laws and regulations.

2.6 NEPOTISM

The employment of relatives in positions where they may be required to supervise and evaluate each other can cause significant conflicts of interest and poor morale. Accordingly, new employees shall be asked during the application process if they are related to any current Center employee. The HR and Admin department shall deal with such relationships on a case-by-case basis to assure that there is fairness to employees and to applicants and that there is no Conflict of Interest or appearance of impropriety.

2.7 LUNCH/BREAK PERIOD

No break period is officially offered except half an hour lunch break and an extension of the break must be reported to the supervisor and adjusted in the working hours. However, flexibility for daily prayer is provided. If any staff member does not avail such break period, he/she may take an early off.

2.8 ATTENDANCE/PUNCTUALITY

Staff time is the most valuable resource of Center and everyone is responsible for using it in the most efficient manner possible. The week runs from Monday to Friday, while Saturday and Sunday are standard holidays.

The time schedule for the week is as follows:

Days	Official Timings	Lunch Break	Working Hours
Monday–Thursday	09:00 AM–05:00 PM	01:00 PM–01:30 PM	40 Hours (8 hrs. everyday)
Friday	08:30 AM–05:00 PM	01:00 PM–02:00 PM	
Saturday–Sunday	Holiday		

A 40-hour week is to be observed by all staff (excluding holidays and vacations). Sick time, leaving early, arriving late, getting and/or eating breakfast, taking extra time at lunch or other non-productive time must be taken into account. All team members are expected to adhere to their scheduled work hours unless their supervisors have agreed upon other arrangements. It is mandatory for all staff to sign-in and sign-out the biometric attendance device on daily basis.

At the end of each month, an analysis of the staff’s attendance will be carried out by the HR & Admin Department, and if any employee’s total hours are less than the required number of hours, he/she will be required to submit an annual leave (if no leaves are available, then salary will be deducted in accordance to [2.10](#))

2.9 FLEXI TIMINGS

Staff is advised to follow regular office timings however in rare cases staff may be given a margin of up to 30 minutes to come to office in the morning only after an approval in writing from their respective supervisors. An 8-hour work must be completed every day. For example, if a staff member comes in at 0915 they may complete their workday by 1715 hours.

2.10 SALARY REDUCTION

Overtime payment is not applicable. Any staff member who has consumed all his/her allowed and accrued (if any) leaves may have his/her salary reduced by same account if he/she is found absent from work for a day or more. Any staff member may have his or her salary reduced as a penalty for a major violation of any code of conduct.

2.11 DRESS CODE

Center maintains an informal, but professional dress code. Staff members are requested to give careful consideration to appropriate business appearance, and wear appropriate business attire, inclusive of proper clothing, footwear, and jewelry.

2.12 OFFICIAL PROPERTY

All work done (hard and soft copies) by an employee during his/her tenure with Center shall be handed over officially to the person assigned the charge by ED. Any material, movable or immovable, including all emails are Center's property and not to be destroyed without prior permission.

Any asset provided to the employee should be maintained with due-care and should be submitted to the HR & Admin Department upon termination/completion of employee contract. Employees will be liable for any damages to the asset due to negligence.

2.13 TOBACCO PRODUCTS

Use of Tobacco Products within the office premises and during meetings is strictly prohibited.

2.14 POWER/WATER SAVINGS

All staff is requested to turn off all the lights and power consuming equipment under their use before leaving the office. In addition, washrooms must be used responsibly and ensuring they are kept clean. The taps should be closed before leaving the washroom or kitchen in order to avoid resources wastage.

2.15 GIFT OR FAVOR

No gift or favor from any third party or contractor is acceptable. A strict action may be taken in case of violation.

2.16 EMAIL POLICY

In no circumstances, an employee is allowed to disseminate emails containing discriminatory messages in any form (e.g. political or religious). An employee is not encouraged to opt for reply to "all recipients". Permission to send an email to "all staff" should be taken from ED. All employees' official emails will observe the officially prescribed [email signature](#).

3. RECRUITMENT

3.1 POLICY

A well-defined recruitment process plays a vital role in sustenance and growth of any organization, recruitment process should be properly planned and carried out to ensure that equal opportunity is given to every candidate and the most appropriate candidate is selected for the job.

Center is an equal opportunity employer providing equal employment opportunities to all applicants on the basis of qualification, demonstrated ability, experience and learning. Center recruitment philosophy is to attract, train and retain people who can build a strong, mutually beneficial and lasting relationship with Center.

3.2 TYPES OF APPOINTMENT

3.2.1 Full-time Employees

A full-time employee works standard 40 hours per week, Monday through Friday with a 30-minute lunch break. Employees who, for personal reasons, must adjust the time of their workweek may do so at the discretion of CEO/ED. Full-time employees are eligible for paid holidays, sick and annual vacation time and the complete field office benefits package.

Chauffeurs and Office Attendant shall work a longer standard workweek of 45 hours, Monday through Friday with a 30-minute lunch break.

3.2.2 Fixed Term Employees

A fixed term employee is one who is hired based on a contract for a specific period, e.g. for a specific period, generally less than nine months. A fixed term employee is entitled to the benefits reflected in his/her contract.

3.2.3 Part-Time Employees

Employees who have been contracted to work less than 40 hours per week are considered part-time employees. They will not be entitled for any benefit that is offered to a Full-Time Employee. The payment to part time employees will be made as per his/her contract.

3.2.4 Daily Wage Workers

Daily wageworkers are used to cover short-term seasonal labor peaks to carry out numerous seasonal, short-term activities. CCPP hires skilled, semi-skilled, and unskilled daily wageworkers. Daily Wage Workers are not entitled to any other allowances above the agreed rate of pay. Daily Wage Workers contracts may be terminated without notice.

3.2.5 Consultants

Center may engage consultants in order to perform tasks that require specialist one-time efforts. Consultant will be employed in accordance to the procurement procedure. Appointed consultants would be required to fill and submit a Consultant Work Completion Report [Consultant Work Completion Report](#) upon completion of their assignment.

3.2.6 Internships

The internship policy is primarily aimed at accommodating students engaged in, at minimum, their Bachelors studies, to meet their degree requirements or to gain practical experience. Students below the academic level of Bachelors shall only be considered for internship in exceptional circumstances and with the approval of the ED.

The internship tenure shall be 3 months, extendable to a maximum of another month. Depending upon the directorate's needs, the tenure can range from 1 month to 4 months.

Internships shall be unpaid. The internee may be allowed a stipend, depending upon the nature of the internship. The stipend shall only be processed on recommendation of the relevant Project Manager & Director HR and Admin. The recommendation for stipend processing will be approved by CEO/ED.

Internees shall be subject to the disciplinary and other conduct requirements of Center as detailed in this manual.

Interns, consultants and daily wageworkers are not employees and are entitled only to the benefits reflected in their contracts/letters of mutual understanding.

3.3 METHOD of Appointment

3.3.1 Internal Recruitment

Only confirmed employees, who are currently serving with Center, shall be eligible to apply in response to the vacancy announcements. Employee(s) will inform their respective line manager, while applying against an internal position and, if selected, will assume the new role after getting clearance from the ED.

Internal hiring to a new role does not automatically ascribe an increase in salary, grade or any other perk. Such contractual considerations will be in view of the new position, and based on the recruitment process. The record of the new position shall be updated in personal file.

In some instances, the notice period may be reduced for an internal recruitment subject to an approval of CEO/ED.

All of the positions, which become available from time to time will be advertised internally, i.e. displayed on the noticeboard or circulated via email. Any suitable candidate who wishes

to apply for the vacancy will be given full chance to prove his/her suitability for the vacant post as per laid down procedure for recruitment.

3.3.2 External Recruitment

No candidate under the age of eighteen will be considered for employment. To avoid conflict of interest, hiring of close relations (brothers, sisters, spouses, first cousins) will be discouraged. However, candidates falling in this category with rare skill set and exceptionally good credentials may be considered. The hiring committee will need to provide rationale for hiring such candidates and a final decision will rest with the CEO/ED.

Hiring from vendors and clients will not be encouraged. Except where offers are made to employees of these entities and prior consent of their employers was obtained. All recruitment will be done through HR in consultation with the heads of the concerned directorate and the Hiring Committees as prescribed.

An applicant's knowledge, skill and aptitude related to the position shall be judged according to a range of factors including but not limited to:

- Education (Academic / Professional);
- Experience;
- Achievements in extracurricular activities;
- Confidence;
- Management potential
- Interview.

3.3.3 Head Hunting

Recruitment may be carried out via head-hunting where, positions will be advertised, however, the interview process may be eliminated if a suitable candidate is available. A proper justification memo prepared by the HR Department, ED, and the relevant project's representative, (where it is a new project, Finance Manager will be part of the evaluation committee). This Memo will be shared with the CEO for approval and subsequently the candidate may be engaged for the relevant position.

3.4 APPOINTMENT Authority

All positions, short-term or full-time, will be requisitioned by the HR Department in consultation with relevant section heads and with the approval of CEO/ED.

3.5 RECRUITMENT

3.5.1 Vacancy Announcement

Following procedures shall be followed for the purpose of announcement of available post for both external and internal hiring of staff:

- Terms of References for a specific post are designed on the basis of Job Analysis by the section head of the relevant section/department.

- The related section/departmental manager shall prepare a draft advertisement, and the same will be submitted for the advertisement to the Admin Officer for review.
- Once the advertisement has been reviewed, CEO/ED approvals will be obtained.
- Advertising agency shall be selected via Center's procurement policies, for publishing
- The advertisement shall be carried out on a well-known electronic portal, or a national newspaper, or both, to ensure wide spread coverage;
- Center shall also announce the vacancy on its official website and social media.
- The HR will issue all vacancy announcements. The advertisement must clearly state the vacant position's title, responsibilities and requirements, application instructions, and closing date.

3.5.2 Recruitment process

HR & Admin Officer shall form a database of applications received against the vacancy announcements. At the last date of submission, Assistant HR & Admin Officer shall submit a complete database to the Director HR & Admin and the relevant department/section manager for short-listing.

Director HR & Admin in consultation with the concerned Section Manager, and with the approval of the CEO/ED will determine the screening criteria for the applications received. Based on these criteria, applicants will be short-listed from the data prepared.

The short-listed candidates will be interviewed by a panel of at least two individuals (at least one from HR and concerned section each) as notified by the CEO/ED. Panel will prepare the scoring matrix for interview and will decide whether written examination OR computer assignment is required depending upon the nature of the position. Panel will also prepare the questionnaire for such examination and assignment and will get approval of CEO/ED. Candidates who are requested to travel from outside the interview area will not be reimbursed for costs of transportation and lodging. The candidate will have to make his/her own arrangement and will not be reimbursed the cost of travel.

Where applicable, a second round of interviews may be conducted. After the necessary interviews have been conducted, the interviewing panel will prepare the merit list based on the scoring matrix. Panel will submit the recommendation to HR. HR will check the references of the candidate and after successful reference check, HR will negotiate the salary and other terms and condition. HR can move from number one candidate to number two and three if required. The successful candidate shall then be issued the offer letter for the relevant post.

The offer letter shall be sent to the candidate through post and a phone call shall be made. In case the candidate rejects the offer, the next best candidate shall be made the offer letter. This process may be repeated till the third best candidate, after which the recruitment process will be carried again.

Any misrepresentation, false statement, or material omission in any of information data submitted by the applicant may result in exclusion from further consideration for employment or termination if the person has been hired.

3.5.3 Employment Contract

Employment contract of selected candidates will be finalized as per the review of the following forms:

- [Personal Information Form](#)
- [Employee Salary History Form](#)
- [Next of Kin Information Form](#)
- [Reference Check Information Form](#) (to be filed in by the reference provided by the employee)
- Donor specific employment forms (e.g. USAID form No. 0412-05020 for USAID based project)

3.6 POST RECRUITMENT ACTIVITIES

3.6.1 Appointment Letter/Contract

Once the relevant forms along with requested relevant documents and details is received by the HR & Admin Department, the contract letter will be provided. This may take two to four days. Employee is required to read the contract thoroughly and sign it, thus accepting and agreeing the terms of references.

At the time of joining of the candidate, [Joining Report](#) should be signed by the candidate and submitted to the HR & Admin Department. Director HR & Admin/designee shall verify and approve the joining report on the same day.

3.6.2 Orientation

After the signing of the appointment letter/contract, the Director HR & Admin/designee officer shall:

- Introduce the appointee to his immediate Supervisor and directorate head, as available
- Add employee's name in the Biometric Attendance device.
- Issue Center's official email ID.
- Provide the new staff member with a copy of Center's HR polices, and clarification of its contents, as requested.

The Director HR & Admin/Designee for all new employees to ensure that employees joining Center clearly understand its environment, values, work requirements and policies shall carry out orientation session. This process will facilitate new employees to comfortably settle in the new environment. The employee shall be given verbal briefing on following matters during orientation session:

- Vision, mission, objectives, goals and core values;
- Management philosophy;
- Policies and procedures;
- Introduction to other employees and facilities; and
- Probationary period, objectives to be set and agreed with relevant supervisor/manager

3.6.3 Probation Period

All new employees shall be subject to a probation period from their first working day at Center. A 90-day probationary period for contracts' duration of one year or more is required. In cases where contracts are of a lesser duration than a year a 20% of the applicable duration of the contract will be considered as probation period.

In addition to newly hired staff, the probationary period also applies when a staff member receives another position through promotion or transfer. The supervisor and the new staff member must have a performance discussion after three months (90 days). Staff members must be informed of this clause if it is not stated in the contract.

Probationary period is the most critical time in an employee's tenure. The time provided shall be leveraged to maximize one's learning and adapt to the rules and regulations of Center. An employee in his/her probationary period must follow the time schedule and working hours as of the regular staff members. However, the employee on probation may not be eligible for any leave benefits, except in emergency or critical circumstances. The justification for a leave (half/full day) in exceptional cases should be discussed with the supervisor. Supervisor has the right to approve or reject the leave with or without stating any reason.

This time also serves as an appraisal period during which supervisors determine whether or not a new employee's performance, skills, knowledge and work habits are acceptable. If performance issues surface, supervisors should contact the HR & Admin Department to determine the relevant steps to take. Appropriate action might include counseling, disciplinary action, extending the probation period for another duration of up to three months and/or termination.

3.6.4 Employee Performance Review & Planning Session

Supervisor shall conduct formal performance reviews and planning sessions with all fulltime and part-time employees.

4. DISCIPLINARY POLICY

At Center, breach of disciplinary code is classified into following categories:

4.1 NEGLIGENCE

Negligence includes, but not limited to, the following behaviors on part of employees’:

- Poor performance
- Absenteeism, lack of interest in work etc.

4.2 MISCONDUCT

Misconduct includes, but not limited to, the following behaviors on part of employees:

- Theft, fraud or dishonesty in connection with the activities or property of Center or with the property of any person within the premises of Center;
- Taking or giving bribes or any illegal gratification;
- Willful insubordination or disobedience, of any lawful orders of a superior;
- Absence without leave or over-staying beyond the sanctioned leave;
- Damaging any property of Center;
- Habitual late coming or irregular attendance;
- Riotous or disorderly or indecent behavior whether within the premises of Center or outside such premises where such behavior is related to or connected with his/her employment;
- Making representation or sending grievances, objections, etc.; to the members of the management except through the proper channel;
- Not taking reasonable precaution to safeguard Center property to prevent accident or damage to it;
- Organizing, holding or conducting any meeting except those connected with the work of Center within Center premises without prior and written approval in writing;
- Unauthorized collection or attempt to collect records or documents of Center;
- Interfering with, tampering, altering, or fabricating records of Center;
- Threatening, intimidating or manhandling any employee within the premises of Center or elsewhere if it is related to the work of Center;
- Abetting or attempting to abet any act which amounts to misconduct

4.3 DISCIPLINARY PROCEDURES

Disciplinary procedure adopted at Center consists of five steps segregated into two levels i.e. Informal and Formal:

4.3.1 Informal Procedures – Level I

Step 1 – Informal Discussion/Counseling

The management recognizes that the majority of its staff member sincerely wants to do what is required of them and follow the policies and procedures. An unsatisfactory conduct or performance may, in the first instance, be subject of informal discussions, counseling and offering every opportunity to improve performance or conduct. Where the immediate line manager considers that action should be taken to encourage an employee to improve his/her conduct or performance, a counseling session with the relevant personnel may be held.

This session is used to bring the employee's attention to the aspects in which it is thought that performance or conduct is unsatisfactory (for example, an issue of timekeeping) and to ascertain whether the employee recognizes that there is a problem.

Step 2 – Verbal Warning

A verbal warning is likely to be appropriate when there is a first breach of rule(s), and the breach is of a minor nature. The Verbal warning is an important step in the disciplinary process, because it is at this point that, cause for further action may be prevented or – if cause persists – provides the foundation for further action(s).

4.3.2 Formal Procedures – Level II

The formal procedure may follow a pattern of written warnings where previous informal disciplinary action has not resulted in improvements of either performance or behavior. In case, if a single act of misconduct may be of a sufficiently serious nature to be addressed and an investigation is required to determine the cause of the event then step 1&2 shall be ignored.

Step 1 – First Written Warning

First written warning is likely to be appropriate when there is:

- A continued, or a repeated, breach of a rule(s) as mentioned in Center Disciplinary Policy and Code of conduct, or
- A first breach of a rule or misconduct which, when assessed, is of sufficient gravity to warrant a penalty higher than a verbal warning.
- A written warning may or may not be preceded by a verbal warning depending on the seriousness of the inappropriate behavior or if one or more verbal warnings have been ineffective in correcting conduct or behavior.

Warning letter shall be formed by the Director HR & Admin and approved by CEO/ED. Copy of warning letter shall be recorded in the employee's personnel file while the original shall be handed over to the relevant employee.

Step 2 – Second (Final) Warning

If same offence is occurred again or performance/conduct fails to improve, second written warning shall be given by the Director HR & Admin, followed by a formal disciplinary interview with the Line Manager. The second written warning gives details of the offence and of the required improvement, and a copy shall be placed in the personnel file held in the HR while the original shall be handed over to the employee. It is the discretion of the CEO/ED to have the first warning considered and stipulated as the final warning.

Step 3 – Investigation, Suspension and/or Termination

If despite the two written warnings, or where the first warning is considered a final warning, the employee's actions have not improved, a panel under the leadership of the CEO/ED will be convened consisting of the employee's manager and Director HR & Admin. The panel will determine, after investigation, the likeliness of whether to suspend or terminate the employee's employment.

4.4 BREACH OF CODE OF CONDUCT, POLICIES, RULES & PRACTICES

An Employee who is alleged to have breached any code of conduct, rule or policy as stipulated in this document (or its addendums and revisions) should be informed in writing within 24-48 hours of the breach and be entitled to 'due process' to refute the allegations and/or submit a defense. The ED shall establish a Board of Inquiry to determine the actual breach. The Board of Inquiry may recommend imposing a specific disciplinary action. CEO/ED should decide an appropriate disciplinary action to be imposed unto the employee. Disciplinary actions may range from verbal reprimand to immediate dismissal depending on the severity of the breach committed. The employee accused of the breach may be provided a time period as decided by the board, for preparation and submission of defense, not exceeding a time period of three days. The process is however at the discretion of the CEO/ED and may be applied as deemed necessary.

5. EMPLOYEE EXIT POLICY

5.1 BREACH OF CODE OF CONDUCT, POLICIES, RULES & PRACTICES

The purpose of this policy is to outline the ways in which a working relationship can be terminated either by the employer or employee or to layout the procedure on how exits from Center will be managed. Exits deal with resignations, terminations, completion of fixed-term contract and dismissal.

Termination of Service can only be carried out in case of gross misconduct or negligence from the staff member and disciplinary action is adequately carried out resulting in termination of employment.

Voluntary resignation includes, but is not limited to, instances in which an employee resigns in writing or the contact period of the staff member expires. The service of an employee may be terminated as a consequence of restructuring, job elimination, and economic downturns in funding or lack of work. All benefits associated with such terminations will be provided to the employee

5.2 NOTICE PERIOD

The staff member in case of resignation must serve one month's notice period. In exceptional circumstances and with valid justification, CEO/ED may approve a shorter notice period, but not less than two weeks. Staff on probation would be required to serve one week's notice. Notice period is not required in case of termination. No payment shall be made in lieu, unless the disciplinary committee decides otherwise.

During the probationary period, either Center or employee may terminate the employment without cause and at any time by giving 24 hours' notice in writing to the other party. Leaves cannot replace notice period, and are frozen the day an employee resigns i.e. employee cannot avail leaves after submitting resignation. However, employee may avail casual leave in dire need.

5.3 TERMINATION/RESIGNATION PROCESS

Following policies and procedures shall be applicable regarding the termination and resignation procedures followed by Center:

- a) The employee should submit a written resignation to his/her line manager, one month in advance of his/her resignation as per the terms and conditions laid down in the employment contract.
- b) The Manager shall forward it to the HR & Admin Department, after approving it or with his recommendations for further action. Employee shall be formally communicated about resignation acceptance or decline through a letter issued by HR & Admin Department
- c) Employee needs to schedule a meeting before the last working day with Director HR & Admin for an exit interview. The information collected during exit interview will be classified and used to determine the reason for leaving the position or organization and may be used to take any necessary action.

- d) Assistant HR & Admin Officer shall initiate the clearance process a week prior to the expected last working day of the employee.
 - e) Employee should handover all Center assigned equipment to the HR & Admin Department with a [Handing-Taking over Form](#) and get a clearance certificate. Employee will be responsible to hand over all tasks, files, folders, and assets assigned to the person designated by his/her line manager.
 - f) Finance Department will adjust any deduction(s) from the employee's available funds (salary/earned leaves, etc.) and issue a crossed cheque(s) of remaining amount in employee's name. In case of deceased employee, final settlement cheque(s) will be issued in the name of nominee as per Next of Kin information.
 - g) HR will process final settlement in approximately 7 working days subject to clearances.
 - h) In case of Termination of Service due to misconduct or disciplinary action, Center reserves the right to withhold all compensation.
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6. WAGES, SALARIES AND BENEFITS POLICY

6.1 COMPENSATION

Center compensates staff in accordance with the policies and HR compensation plan and/or employee salary history of the project under which they have been hired. Salary ranges for all categories of employees will be ascertained according to project's requirements and/or market rate. Offer will be made within the range specified for a position consistent with the qualifications and experience of the candidate.

All salaries and employee contracts, for the staff working in Pakistan, are stated and paid in Pakistani rupees. Fluctuations in the US dollar exchange rate have no bearing on salary rates.

6.2 SALARY INCREMENTS

All staff members will be evaluated annually on the basis of the performance, jointly by line manager and CEO/ED. Salary increments range from 3-7% or as per donor requirement, and will be subject to the recommendations submitted and availability of funds.

6.3 COST OF LIVING ADJUSTMENT

Cost of living adjustment (COLA) will be given to all staff on as-needed basis. This adjustment will be determined on the basis of the official inflation rate given by the Government of Pakistan. However, provision of COLA is not mandatory, it is at the discretion of Center, depending on the availability of funds, relevant donor policies and other factors.

6.4 SALARY ADVANCES

Salary advances are not allowed. However, in extraordinary circumstances the CEO/ED may approve an advance with formal documentation of reasons for making an exception. In no circumstances, the advance could be more than two months salaries of a staff member.

6.5 TIMESHEETS

Project staff's compensation will be based on the number of hours performed which will be determined by virtue of a timesheet. Therefore, where applicable, in addition to biometric attendance, staff will be required to fill in timesheets.

Assistant Admin & HR Officer will distribute the timesheets. All staff members must fill their timesheet fortnightly. Traveling staff should fill their timesheet prior to departure.

A completed timesheet approved by the supervisor must be submitted by the 22nd of each month to the person in charge. In case this day falls on a holiday, the next working day will be applicable as a deadline. In the absence of the employee's supervisor, the person in charge of office can approve the timesheet for such time period.

6.6 HEALTH INSURANCE

Center will operate a health insurance policy from a third-party vendor for employees.

7. LEAVES

Center appreciates the importance of rest and recreation for the well-being of employees; and the contingencies arising from illness and unforeseen eventualities require employees to be absent from work. The organization allows its employees to take days off from office in such situations, bearing in mind the ongoing operational requirements of the organization.

The aim of the policy is to outline the eligibility and guidelines for employees to utilize their quota of leaves with regard to fulfilling personal needs, performing religious/family duties, attaining work-life balance and dealing with emergencies.

7.1 TYPES OF LEAVES AVAILABLE TO EMPLOYEES

7.1.1 Holidays

Center staff will observe holidays as per the schedule issued at the beginning of each year. In addition to this any local holiday/day-off observed by the state/government will be classed as a holiday.

7.1.2 Bereavement Leaves (BL)

Employees are allowed three consecutive days of leave upon the death of a member of the immediate family. Immediate family includes parents, spouse, siblings, child, grandchild and grandparent. Payment cannot be made in lieu of bereavement leave.

7.1.3 Administrative Leaves (AL)

AL may be granted to employees at the discretion of ED to attend to business, which an employee is unable to deal with during non-working hours. Personal business such as appearance in a court of law is one such example.

7.1.4 Sick Leaves (SL)

All full-time employees shall have the benefit of ten (10) paid days of sick leave per calendar year. The sick leave allowance for the entire calendar year will be credited in advance. Sick leave cannot be used for any other purpose. Although 10 days are designated, it is not expected that staff will necessarily use this benefit and frequent absence on account of sick leave, particularly uncertified, will be monitored.

Sick leave cannot be carried forward to the next year or accrued. Should a staff member be seriously ill and require more than 10 days in a calendar year, any extension to the paid provision will only be approved at the discretion of the ED and will be deducted from an employee's annual leave. If an employee is sick and unable to attend work, s/he shall inform the ED/authorized designee as soon as possible, preferably within one hour of office start time.

7.1.5 Extension of Sick Leaves

Employees who are sick for more than two consecutive days (or two days in total taken before and after, for example, a weekend) shall submit to the ED a letter or certificate from a licensed medical practitioner. This letter should indicate the diagnosis, and the estimated time before the employee can return to work. ED may request supporting evidence, e.g. additional tests or x-rays to verify the doctor's recommendations.

If sick leave runs into other leave, regardless of the number of days taken, a certificate from a licensed medical practitioner is essential. In case of failure to submit a medical certificate, the period of absence should be dealt with as leave without pay (refer to section 7.1.7). It is the responsibility of the employee to ensure that ED receives the doctor's letter on the fourth day of absence due to illness. Any sick leave days taken in excess of three days, which are not covered by a medical certificate from a licensed medical practitioner, shall be dealt with as leave without pay.

7.1.6 Annual Leave (YL)

All full-time employees are entitled to 25 days annual leave per year. Of these 10 will be causal leaves which may be taken at any time by notifying the supervisor, whereas the remaining will be planned leaves and should be approved by the supervisor prior to each year. The time of accruing leave commences from the first day of employment. Upon commencing a contract, the employee will start accruing 2.0833 days annual leave per month. If at the time of completion of employment, an employee has unused AL (i.e. they are in credit), the equivalent will be paid out in their final salary payment.

If an employee takes more than allowed annual leave during the year, the excess leave days taken will be dealt with as leave without pay (LWP). For example, if an employee, who is entitled to 25 days annual leave, requests 27 days; if approved, the additional 2 days will be considered as LWP.

At no time, more than 30 days can be accumulated in a year. Any accrued/unused annual leave over and above 30 days will be forfeited at the start of each calendar year.

Requests for annual leave must be submitted and approved in advance through a leave form. Supervisors shall normally approve or reject leave, requested at the required notice, within twenty-four hours of the receipt of request. If a supervisor denies or postpones a leave request, this action should be in writing. The supervisor is entitled to ask an employee to adjust the timing of his/her annual leave request in order to minimize the disruption to their location work.

7.1.7 Leave Without Pay (LWP)

Leave without pay will have to be approved by the ED. All employee benefits and accrual of holiday time shall be suspended during the leave without pay period.

7.1.8 Maternity Leave (ML)

Subject to government regulations and donor policies funding various initiatives, regular female employees who have completed twelve consecutive months of service before the expected date of delivery shall be entitled to maternity leave with full pay, up to a maximum of 90 calendar days. As this clause is subject to government regulations and donor policies, staff is strongly advised to check their entitlement with administration before applying for maternity leave.

Eligible staff shall be granted maternity leave upon submission of a medical or midwifery certificate, which indicates the expected delivery date. Maternity leave shall not be accrued, nor shall any financial compensation in lieu of leave be considered.

7.1.9 Paternity Leave (PL)

Male Employees are entitled to paternity leave up to a maximum of three working days. This leave will be deducted from the employee's annual leave.

7.1.10 Compensatory Leave (CL)

Staff may opt for a compensatory leave by making an application to their line manager. If deemed allowable, the line manager will approve such leave and forward the application to the CEO/Executive Director/designee who will make the final decision on the application.

7.2 UNAUTHORIZED ABSENCE FROM DUTY

Employees are required to inform their supervisor of unexpected absence as soon as possible, preferably within one (1) hour of the expected arrival time for duty. In case of failure to do so, the period of absence from duty may be considered as unauthorized absence from duty and dealt with as leave without pay (LWP) resulting in deductions from salary for the period of unauthorized absence. If deemed necessary, appropriate disciplinary action can be taken upon their return to duty. The employees who have consumed the leave should also complete and submit a leave form on the first day they return to duty.

If an employee is not absent from his/her duty for a period of five consecutive working days or more, without informing the ED officially, in writing or verbally, s/he could be terminated, when/if they return to work, unless there are exceptional circumstances. The action is however it is at the discretion of the ED.

Absence due to ill health, urgent personal matters or emergencies should be notified by the deadlines mentioned above, to the ED by telephone, personal message or e-mail. On return, such absence should be covered with a [Leave Request Form](#). If an employee cannot attend his/her work because of the climate or any other factor blocking the roads, he/she must inform the office of the situation as soon as possible. Frequent, unauthorized absence from duty within a 12-month period, and may constitute cause for dismissal.

7.3 TARDINESS

If an employee delays the submission of leave report, the ED may decide (if the explanation is unsatisfactory) to deduct the time from the employee's annual leave balance. If the employee has no annual leave, the time could be treated as leave without pay. Repeated tardiness shall be cause for possible disciplinary action.

7.4 RECORD OF LEAVES

A [Leave Register](#) shall be maintained by HR & Admin Department and Assistant HR & Admin officer will ensure that all the entries with regard to leaves are recorded in the register. Moreover, HR Department shall also maintain, preferably on soft, a tabulated form of leave record containing a directorate-wise list of employees along with the leaves availed by each employee, distinguishing between the type of leaves availed

8. EXPENSES AND REIMBURSEMENT

8.1 REIMBURSEMENT POLICY

All those expenses approved and incurred at official activities are reimbursed on submission of a [Reimbursement Request Form](#) and review of original receipt.

8.2 TRANSPORTATION POLICY

For all visits, within and outside the city, official chauffer driven vehicles are provided to the staff. Vehicles are for official use only. In order to facilitate the assignment and use of project vehicles, requests should be made in advance. In case of field visits, such requests should be made at least one week in advance. Outstanding/emergency cases will be dealt on the basis of justification of the employee requesting a vehicle. Center is under no obligation to provide vehicles for personal use. In exceptional cases, it may be approved, at the discretion of the ED, in consultation with the employee's supervisor. No employee has the right to select a vehicle or driver to serve him/her. Project vehicles are solely for the use of project employees and, on agreed occasion, other authorized agency staff.

The management does not sanction the transportation of staff relatives/friends except certain justified circumstances agreed in advance and approved by ED. However, the practice is not encouraged. Project vehicles can only be driven by authorized project chauffer who will be recruited and retained considering their driving skills and expertise. Hence, it is not appropriate for other staff to self-drive project vehicles. Incumbent in charge in exceptional circumstances or an emergency situation can only authorize this.

8.2.1 Vehicle log book

All project vehicles will have a vehicle use [Log](#), to be kept updated by the chauffer. This log will include location and distance between travel points, dates, and mileage. Whenever an employee uses the facility, he/she must sign the log.

8.2.2 Vehicle entitlement

CEO/ED of Center will be entitled to use company cars. These cars will not be more than 1800-CC with registration title in the name of Center. Depending on the funding situation of organization, vehicles might also be provided to section heads for which specific policy guidelines would be developed. Officers provided company cars will not be able to access any pool vehicle and would use the provided car for all official duties.

8.3 LOCAL CONVEYANCE POLICY

Pick and drop between office and residence may be provided to some staff, only if such costs are built in projects. This is a special incentive and not a right. If, at any time, project vehicles are not available due to official commitments, these employees will have to make their own arrangements for transportation.

8.4 TRAVEL & PER-DIEM POLICY

Travel on official project business is subject to prior approval by the ED. Official business travel undertaken without prior approval may not be deemed as official and thus, not liable for reimbursement of expenses incurred by traveler. Travel by an employee between his/her residence and usual office location (commuting) is not considered official travel.

8.4.1 Per-diem Policy and Rates

Per-diem includes lodging and M&IE. It is not a salary supplement and therefore per-diem should not be expected to cover all expected needs/requirements that a traveler would otherwise require. A traveler is entitled to per-diem if the official travel time is 12 hours or greater. Maximum per-diem amounts are based on the agency for which the travel is being made or otherwise if stipulated on then on Center's internal policy. This policy is subject to change by the ED through administrative notices. Reimbursement of lodging expenses shall be based on actual expenses, not exceeding the maximum allowable (as defined by the HR & Admin Department at the time of travel) and must be supported with original paid lodging receipts.

Full M&IE amounts shall be reimbursed (with supporting documentation. It may also be noted that reimbursements are limited to actual lodging expenses (up to the maximum lodging amount) plus an amount for meals and incidental expenses. Lodging receipts must be provided in original for reimbursements.

8.4.2 Per-Diem Calculation

Per-diem shall be calculated as 75% of the M&IE rate for the location that they are traveling to, for the day of departure; 100% of the M&IE rate, plus actual-cost reimbursement for lodging (not to exceed the maximum) for each day of travel for which lodging costs are incurred; 75% of the M&IE rate for the location that they traveled to for their day of return.

8.4.3 Taxi/Rent-A-Car Service

Field travel may involve use of rent-a-car/taxi to travel from one point to another. This should be indicated in the TAF for approval. As a policy, where flights operate between two points, unless otherwise necessary and approved on the travel authorization form, reimbursement for taxi/rent-a-car costs shall not exceed the applicable economy class airfare. Reimbursement to the traveler shall be made after comparing the cost differential between applicable airfare and taxi/rent-a-car charges, and reimbursement shall be the lesser amount.

8.4.4 Use of Personal Vehicle

Staff may use their personal vehicles for official field travel subject to prior approval by the CD/authorized designee and in case the official vehicle is unavailable. The established mileage reimbursement rate is PKR 16 per kilometer, or as stipulated in project-specific guidelines. Staff must record all official travel in a mileage log in order to receive

reimbursement. Should the travel be between points where air travel service is available, reimbursement for personal vehicle use shall not exceed the normal economy class airfare. Personal travel may not be recorded in the mileage log.

8.5 TRAVEL DOCUMENTATION

8.5.1 Travel Authorization Form

Any official travel undertaken outside the municipal limits of the city of location/post is subject to prior approval of the ED. A [Travel Authorization \(TA\) Form](#) should be submitted to the HR & Admin Department, at least four (4) working days prior to undertaking travel. The TAF will be assigned a control number and submitted to the ED for approval.

8.5.2 Travel Advance Request

Employees are allowed to take an advance to cover per-diem expenses. Travelers will be given a 75% advance of estimated per-diem expenses. A Travel Advance Request Form along with an approved TAF, must be submitted to finance department at least four (4) working days prior to travel. Any subsequent travel advance shall not be issued unless all previous advances have been liquidated /reconciled. Travel advances must be reconciled within 15 days after a traveler returns from a trip.

8.6 TRIP REPORT

Travelers are required to submit a formal [Trip Report](#) after completion of travel. A copy of the trip report must be filed along with the [Travel Expense Report \(TER\)](#) for processing.

8.6.1 Travel Expense Report

Authorized travelers undertaking official travel are expected to submit their travel expense report within five (5) working days of completion of travel to finance director/authorized designee for approval. A complete TER shall include following documents other than those that may be requested by ED:

- Approved TA form
- Trip report
- Original receipts for all expenses, initialed by the traveler
- Used Airfare ticket stub/boarding pass/receipt
- In lieu of an official taxi receipt, travelers can alternately obtain a taxi driver's signature on a handmade receipt

8.6.2 Allowable Travel Cost

The following travel related expenses when necessary and incurred are authorized:

- Lodging expenses provided the room rate plus applicable taxes fall under the established maximum lodging limit.
- Normal economy class airfare.
- Business related taxi/rent-a-car expenses.
- Use of personal vehicle only when used for official business purposes.
- Telephone expenses related to the official business.
- Fees in connection with the issuance of passports and visas (if necessary).
- Country entry/exit fees (if necessary).

8.6.3 Unallowable Travel Cost

The following travel-related expenses will not be reimbursed. They are either considered personal or covered as part of M&IE:

- Fees and tips to waiters, porters, baggage handlers, bellhops, hotel stewards, and similar employees.
- Telephone calls of a personal nature.
- Secretarial or clerical services billings. Internet usage unless authorized in advance in writing by person in charge.
- Laundry, dry cleaning, and iron expenses.
- Extra charges for use of fans, air conditioners, heaters, radio or television etc., in rooms booked for accommodation.
- Cost of a personal nature not directly related to the assignment.

8.7 TRAVEL TIMELINE

8.7.1 Before Travel

Traveler completes TA and submits it to immediate supervisor for approval. The form is then submitted to the ED/authorized designee for approval. The approved TA is assigned a control number by the HR & Admin Department, and a copy is given to the traveler for her/his record. Hotel and travel reservations are made by the HR & Admin Department. If traveler requires advance, traveler must submit an advance request and an approved TA to finance department, which will process the travel advance and issue the advance in accordance to payment policy.

8.7.2 After Travel

Traveler completes TER, attaches all supporting receipts/documentation, and submits it to finance personnel for review. Upon review, the finance personnel will liquidate advances (if applicable). If expenses are greater than advance payment, then the difference is issued to traveler via cheque or petty cash. If expenses are less than advance, traveler returns unspent advance via check or petty cash.

9. ANTI-BRIBERY, FRAUD AND CORRUPTION POLICY

9.1 SCOPE

Center is committed to the prevention, deterrence and detection of fraud, bribery and all other corrupt business practices (these are classed as improper activities). It is Center policy to conduct all of its business activities with honesty, integrity and the highest possible ethical standards and vigorously enforce its operating practice, wherever it operates, of not engaging in bribery, fraud or corruption.

9.1.1 Bribery

A bribe is an inducement, payment, reward or advantage offered, promised or provided to any person in order to gain any commercial, contractual, regulatory or personal advantage. It is illegal to directly or indirectly offer a bribe or receive a bribe. It is also a separate offence to bribe a government/ public official. “Government/ public official” includes officials, whether elected or appointed, who hold a legislative, administrative or judicial position of any kind in a country or territory.

A bribe may be anything of value and not just money – gifts, inside information, any form of favors, corporate hospitality or entertainment, offering employment to a relative, payment or reimbursement of travel expenses not covered under the Center policy, charitable donation or social contribution, abuse of function – and can pass directly or through a third party.

9.1.2 Fraud

Fraud is defined as the theft or misuse of Center funds or other resources, by an employee or a third party, which may or may not also involve misstatement of financial documents or records to conceal the theft or misuse.

Fraud in all its forms is wrong, and is unacceptable to Center. This is because where fraud occurs; it is not just a loss to Center, but ultimately to the beneficiaries, including a major impact on the organization’s reputation, on donor confidence and stakeholders of Center.

9.1.3 Corruption

Corruption includes wrongdoing on the part of an authority or those in power through means that are illegitimate, immoral or incompatible with ethical standards. Corruption often results from patronage and is associated with bribery.

9.2 RESPONSIBILITIES OF EMPLOYEES

9.2.1 Managers

It is the responsibility of managers to be familiar with the types of fraud, bribery and/or corruption that might occur in their line of work, to be alert for any indication of improper activity and to maintain controls to avoid such occurrences.

Managers are required to ensure that all staff under their hierarchy are provided with the HR & Admin Manual and ensure a receipt of the same. Managers should also ensure that staff be encouraged to report suspected issues of fraud, bribery and/or corruption.

9.2.2 All Staff

It is the responsibility of all employees to carry out their work in such a way as to prevent fraud, bribery and/or corruption occurring in the workplace. Employees must also be alert for occurrences of any improper activity, be aware that unusual transactions or behaviors could be indications of fraud, bribery and/or corruption, and report potential cases of fraud as outlined under 9.2.3:

9.2.3 Employee

Every person, to whom this policy applies to, is encouraged to raise their concerns about any bribery issue or suspicion of malpractice at the earliest possible stage. If he/she is unsure whether a particular act constitutes bribery or corruption or if he/she has any other queries, these should be raised with their respective Manager and/or the Whistleblower Council.

Where the concerned employee responsible for undertaking any fraud, bribery and/or corruption is a direct line manager, an employee should directly report to the whistleblower council.

If the concerned employee responsible for undertaking any fraud, bribery and/or corruption is a member of the whistleblower council, the employee should report the instance to the executive council and/or board of trustees.

If an employee willfully ignores or turns a blind eye to any evidence of corruption, fraud or bribery within his/her department and/or around him/her, it will also be taken against the employee. Although such conduct may be “passive”, i.e. the employee may not have directly participated in or may not have directly benefited from the corruption, fraud or bribery concerned, the willful blindness to the same can, depending upon the circumstances, carry the same disciplinary action as an intentional act.

Persons who are judged guilty of fraud, bribery or corruption, have committed gross misconduct and will be dealt with in accordance with the Disciplinary Policies of this manual.

9.3 WHISTLEBLOWER COUNCIL

The Ethics Committee will act as a whistleblower council to deal with all instances of Fraud, bribery and/or corruption.

10. PROCUREMENT POLICIES

The following principles should be adhered to in the procurement of materials and services:

a) **Fair Competition**

Organization should treat all bidders with fairness and ensure that they are given the same level of information when preparing quotations or tenders.

b) **Conflict of Interest**

Situation of conflict of interest/ (interest in any transaction), of a staff member with the business of the Organization should be declared to the Organization in accordance with the code of conduct of the Organization.

c) **Cost-Effectiveness**

Quotations and tenders should be evaluated not only on competitiveness in pricing but also upon factors such as the quality of the products/services, track records of the bidders, their financial strength and capability in the area of service/ goods to be delivered.

d) **Transparency**

To ensure transparency, advertisement will be placed to invited tenders that provide all the necessary information to facilitate submission of appropriate and competitive tenders.

e) **Public Accountability**

Organization shall be held accountable to Government and the public for any procurement involving the use of public fund.

f) **Payment**

Only the HR & Admin Department is authorized to financially commit CENTER for any procurement subject to the approval of the ED.

10.1 METHODS OF ADVERTISEMENT & PRE-QUALIFICATION

10.1.1 Advertisement

Procurements over One million rupees shall be advertised, and it shall principally appear in at least two national dailies, one in English and the other in Urdu. The procurement should also be advertised on Center's own website. Procurements below such amount may be advertised after approval on any national and commercial website such as "BrightSpyre.com" along with an advert on Center's own website

10.1.2 Response Time

The procurement committee may decide the response time for receipt of bids or proposals (including proposals for pre-qualification) from the date of publication of an advertisement, keeping in view the individual procurement's complexity, availability and urgency. However, under no circumstances the response time shall be less than fifteen (15) days for competitive bidding.

All advertisements or notices shall expressly mention the response time allowed for that particular procurement along with the information for collection of bid documents which shall be issued till a given date, allowing vendors, sufficient time to complete and submit the bid by the closing date. However, time limit may be waived off in case of emergency, subject to written approval from the ED.

The response time shall be calculated from the date of first publication of the advertisement in a newspaper or posting on the web site, as the case may be.

Admin section will prepare the tender document/SOW/technical specification in consultation with the demanding section depending upon the nature of goods and services requisitioned. Tender document will also include to complete set of terms and condition and timelines of the procurement process.

10.1.3 Pre-qualification of supplies and contractors

Center may, prior to the issuing tenders, invitation to proposals or offers in procurement proceedings; may engage in pre-qualification of bidders for any procurement. Such pre-qualification shall solely be based upon the ability of the interested parties to perform that particular work satisfactorily.

Following factors shall be taken into consideration in pre-qualification:

- a) Relevant experience and past performance;
- b) Capabilities with respect to personnel, equipment, and plant;
- c) Financial position;
- d) Appropriate managerial capability; and
- e) Any other factor that the procurement committee deems relevant, in addition to the above guidelines

10.1.4 Pre-qualification process

Upon pre-qualification, Center shall announce in the pre-qualification documents, all information obtained for pre-qualification, including instructions for preparation and submission of the pre-qualification documents, evaluation criteria, and list of documentary evidence required by suppliers or contractors to demonstrate their respective qualifications.

The procuring agency shall provide a set of pre-qualification documents and pre-qualification criteria to any supplier or contractor upon request.

The procuring agency shall promptly notify each vendor submitting an application to pre-qualify whether or not it has been pre-qualified and shall make available to any person directly involved in the pre-qualification process, upon request, the names of all vendors who have been pre-qualified. Only suppliers or contractors who have been pre-qualified shall be entitled to participate further in the procurement proceedings.

10.2 PROCUREMENT COMMITTEE

CEO/ED, or their designated nominee, will convene a procurement committee for the purchase of goods and services comprising of at least three members with at least one person from finance and one from program side. Admin will facilitate the committee but will not be member of the committee. CEO/ED, or their designated nominee, will also notify a Technical Evaluation Committee comprising of only technical persons depending upon the nature of good and services. Any of the following three procedures will be adapted depending upon the nature of the services and goods:

10.2.1 Joint Bids:

If only one bid comprising both financial and technical parts is requested, procurement committee will open the bids, sign each page, mark their attendance and will send bids to Technical Evaluation Committee for analyses against the specification/ SOW. TEC will approve or reject technical part of the bids based on the specification and SOW demanded and will submit recommendation to procurement committee. Procurement committee will consider only technically approved bids and will send recommendations based on lowest cost to CEO/ED to proceed further. The bid even if having lowest price but technical rejected will be ignored and will not be considered.

10.2.2 Two Stage Bids:

Technical and financial bids are invited in two separate envelopes. Financial bids are not opened and secured in safe custody after signature on each envelop by the Procurement committee. Procurement committee will open technical bids and will send to TEC after signing. TEC will assess all technical bids and will select, reject the technical proposals based on the specifications and SOW and will send recommendations to PC. PC will return the sealed financial bids without opening to the technically rejected bidder's and will inform them the basis of the results. PC will open the technical approved bidder's financial bid in the presence of all members. All members will sign the financial bids and the comparative statement. Lowest bidder will be recommended to CEO/ED for further process.

10.2.3 Two Stage Weighted Bidding:

Sometimes very peculiar services having very important technical capacity consideration are procured, like procurement of media agency services, assessment and survey agency etc. For such procurement starting procedure will be the same as mentioned under serial number 2 above but both technical and financial bid evaluation is given weighted scoring like 20-40% for financial and 60-80% to technical proposal depending upon the technical requirements of the procurement. In such cases technical strengths are proffered over cost

factor. TEC will assess technical proposal and will assign score to each proposal. Scoring criteria is prepared beforehand by the technical committee. TEC send the scoring matrix to the PC for further process. PC will open the financial bid and will assign a particular score to each proposal depending upon the amount of the proposal. Comparative statement is prepared based on the technical and financial score and after totaling both scores, highest scoring proposal is recommended for further process.

10.3 METHOD OF PROCUREMENT

Following criteria should be followed for procurement of goods and services:

10.3.1 Procurement value is below PKR 10,000

Procurement will be made via cash after having been authorized from the ED, Finance Manager and/or Director HR & Admin as necessary.

10.3.2 Procurement value is more than PKR 10,000 but less than PKR 99,999

Three quotations would be called before making a decision. Procurement will be made via cheque after having been authorized from the CEO/ED. No requirement for calling quotations.

10.3.3 Procurement value is more than PKR 100,000 but less than PKR 999,999

Three quotations will be called from a list of approved/pre-qualified vendors, by the purchase officer/designee through a Request for Quotation. Where there are less than three quotations, a written reason for the same will be issued to the Director HR & Admin on the comparison sheet. Where three quotations are available, a comparison sheet will be prepared. The purchase committee will finalize vendor in accordance to the guidelines. A purchase order will then be issued for procurement and payments will be made via crossed cheque.

10.3.4 Procurement value is more than PKR 1 million (1,000,000)

Approval for the procurement will be received from the President of Center or his designee. Open tenders will then be issued and advertised in accordance to policy [10.1.1](#) of this manual. On receiving the tenders and after short-listing, a comparison sheet will be prepared. The purchase committee will finalize vendor in accordance to the guidelines. A purchase order will then be issued for procurement and payments will be made via crossed cheque.

10.4 PURCHASE PROCEDURE

[Purchase Requisition Slip](#) mentioning therein the complete details of goods/ services, is generated by the concerned department and approved by the ED.

Based on the value of PRS, the purchase officer/designee obtains quotations from vendors. List of approved vendors are already available with the purchase officer/designee. These quotations may be obtained written on letterhead and/or via e-mail.

The [Comparison Sheet](#) is prepared by the Purchase Officer/designee, checked by Manager Accounts and finally approved by CEO/ED, for comparing vendor quotations. At least three (3) quotations are must. Where there are fewer vendors available then reason of selection of vendor should be provided. All approvals must take into consideration:

- Price, quality and features of the goods or services to be purchased.
- Availability of discounted pricing for prompt payment.
- Cost, availability of replacement parts and after sales service

Based on approved vendor and price the [Purchase Order](#) is raised and the terms of payment and delivery are clearly marked.

PO is prepared by Admin officer, checked by Finance officer, and approved by the ED. PO is prepared in triplicate; copy 1 is for vendor, copy 2 is for HR & Admin Department, and copy 3 for Finance Department. In case any PO is cancelled, the same shall be intimated to all the concerned departments

Goods should be inspected upon delivery for quality and quantity to ensure compliance with the specifications of the original order. In order to ensure separation of duties, the person receiving/inspecting the goods must not be the same person who initiated the order.

Suppliers are required to submit invoices for goods or services directly to the Finance Department/designee of Center. Invoices for goods purchased should:

- Be original and on the supplier's letterhead.
- Specify the date and legal name and address of the supplier.
- Be addressed to the Center.
- Specify the goods and services purchased and the total amount due.
- Clearly state "Tax Invoice" (for tax invoices only).
- Specify the NTN (National Tax Number) of supplier.
- Include banking information for wire payments or Account Payee detail for payment through cross cheque payment.

Where tangible items are procured, assets record will be updated by the HR & Admin Department after satisfactory completion of above-mentioned procedure.

11. ADMINISTRATIVE PROCEDURES

Admin procedures are the defining activities that encompass the support the HR & Admin department provides to the overall organization.

11.1 ASSISTANCE TO FINANCE DEPARTMENT

Center ensures a two-fold process for any payment processing. To enable this process, all payment requisitions are prepared by the HR & Admin department against a checklist before being forwarded to the Finance Department. In doing so, the department processes the following checklists for payment processing:

- Accommodation/Venue Cost (for all operational/project based activity)
- Printing & Stationary (for all requisitions associated with printing & stationery)
- Salaries/Stipends (for staff members not on the payroll)
- Service providers (Service provider payments)
- Procurement (for all procurements under the procurement policy)
- Reimbursement (for all out of pocket expenses)
- Advance payments (for all advance payments to vendors)
- Consultants (for all consultants related payments)
- Rent-A-Car (for rented car payments)
- Per-diem Participants (for processing of per-diems related to participants to a project activity)
- Per-diem (for processing of per-diems related to staff on project activity)
- Air Travel (for all air travelling activity)

11.2 COVER LETTER MANAGEMENT

Center maintains a control over Cover Letters, to ensure that no improper usage of the same happens. In doing so, only HR & Admin Department retains the possession of Center cover letters. A cover letter issued to any employee will be provided upon complete detail for the purpose submitted by the employee to the Director HR & Admin. At no point, excessive cover letters will be issued to any employee.

11.3 ASSETS RECORD

HR & Admin Department will maintain an asset register in order to ensure safety of all of Center's assets by keeping a record of the same in a Non-Current asset register. In addition to this, the department will also maintain a Center Loss/Damage report for any asset that is subject to loss or damage during its useful life within the organization.

Where assets are provided to employees an acknowledgement form will be filled and maintained.

11.4 DISPOSAL OF ASSET

Assets that have no economic use in the organization may be sold off. However, the admin department, under the direction and approval of the CEO/ED, will oversee the process of disposal.

11.5 MAINTENANCE OF INCOMING POSTAGE

A designee of HR & Admin Department will record all incoming posts via courier.
