

# **Rule of procedures of JanMitra Nyas (JMN) and Peoples' Vigilance Committee on Human Rights (PVCHR)**

PVCHR-JMN is first and foremost an activist organization. Its formation was a landmark decision and action for the marginalized section of the population in this part of India. It is a real and genuine organization that ensures helping the victims of caste-based and gender discrimination to claim and pursue their rights as a people.

The formation was in fact a risky decision but the commitment and dedication of the founders, pioneers and now the members and staff made it to what it is today. For Twenty-Six years, it steadily developed its work as an organization gaining tangible results for the victims and recognition for the organization through the Gwangju Human Rights Award in 2007, Human rights prize of the city of Weimar, Germany in 2010.

For Twenty-Six years, PVCHR-JMN work has steadily grown and expanded gaining palpable results and recognition not only in the country but in the international sphere as well. It organizes campaigns and awareness programmes that aim to inculcate the values of knowledge that includes humanizing human beings and awakening them towards making this world a better place to live, where they can live peacefully.

As an organization of the people, by the people and for the

people, PVCHR-JMN is very much engaged in building the organization and empowering the people in more than 200 villages & 70 districts. where it is operating. Grassroots interventions continue to be sustained by PVCHR-JMN towards changing the attitudes, behavior and building the capacities and skills of the people for constituency development and empowerment.

After fourteen years, PVCHR-JMN realized the need and the significance of professionalizing its work and making the organization more dynamic so it can keep pace with the fast-growing demands of global competitiveness from among development practitioners and human rights defenders.

The **People's Vigilance Committee on Human Rights** (in Hindi: **मानवाधिकार जननिगरानी समिति**) is an Indian non-governmental organisation and membership-based movement which work to ensure basic rights for marginalised groups in Indian society, e.g. children, women, Dalits and tribes to establish rule of law through participatory activism against extrajudicial killing, police torture, hunger, bonded labour and injustice by hegemonic masculinity of the caste system and patriarchy. PVCHR ideology is inspired by the father of the Dalit movement and modern nation state, Dr. B. R. Ambedkar, and father of the nation Mahatma Gandhi, who struggled against patriarchy & the hierarchical caste system. PVCHR and its founders nominated for the Nobel Peace Prize for their efforts to combat masculinity driven militarist traditions, for their contribution to bettering conditions for peace in world and for acting as driving force in efforts to prevent the use of masculinity driven militarist traditions as a weapon of war and conflict.

PVCHR was founded in 1996 by Dr. Lenin Raghuvanshi and Shruti

Nagvanshi in collaboration with Sarod Maestro Vikash Maharaj, historian Dr. Mahendra Pratap and poet Gyanendra Pati. **JanMitra Nyas is legal holder of PVCHR which is Public Charitable Trust and has special consultative status with the Economic and Social Council of UN.**

Patron: Justice Z.M. (Zak) Yacoob, Ex-judge, Constitution Court of South Africa & Chancellor of University of Durban, South Africa.

Therefore, PVCHR-JMN is sharing the manual “guiding the internal process” for the transparency and further debate.

**On 23 March 2022, board of trustee approved this manual for implementation from 1 July 2022 up to next amendment.**

**As mentioned in the Amended Trust deed of Jan Mitra Nyas under section 37 (III)**

**Manuals that would govern and guide the secretariat/office of the organization.**

- **Operations Manual**
- **Personnel Manual**
- **Administration Manual**
- **Finance Manual**
- **Performance Appraisal -tool**

## **A. OPERATIONAL MANUAL**

### Chapters:

#### 1. About PVCHR-JMN

- a. Founder Member
- b. Vision
- c. Mission
- d. Our working approach
- e. Core Value

#### 2. Amended Trust deed

##### *JMN organogram*

- a. Representative Assembly
- b. Board of Trustee
- c. Governing Board
- d. Management Committee
- e. Thematic program

## **1. ABOUT PVCHR and JMN**

People's Vigilance Committee on Human Rights (PVCHR) started in 1996 as a membership based human rights movement in Varanasi (Uttar Pradesh), one of the most traditional, conservative and segregated regions in India.

PVCHR works to ensure basic rights for marginalized groups in the Indian society, e.g., children, women, Dalits and tribes and to create a human rights culture based on democratic values. PVCHR ideology is inspired by the father of the Dalit movement and modern nation state, Dr. B. R. Ambedkar, and father of the nation Mahatma Gandhi, who struggled against patriarchy & the hierarchical caste system.

**In 1999, PVCHR formed the public charitable trust Jan Mitra Nyas (JMN) to monitor and evaluate activities, to operate the bank account and to enable the organization to have official clearance for receiving foreign grants.**

### ***a. FOUNDER MEMBER:***

- Ms. Shruti Nagvanshi, a women rights activist
- Dr. Lenin Raghuvanshi, a human rights activist
- Pt. Vikas Maharaj, Sarod Maestro
- Mr. Gyanendra Pati, Poet
- Dr. Mahendra Pratap Singh, Historian

### ***b. OUR VISION***

To establish a true, vibrant and fully entrenched democratic society through Jan Mitra concept where there shall be no

violation of civil rights granted to a citizen by the state.

**c. OUR MISSION**

To provide basic rights to all, to eliminate situations, which give rise to exploitation of vulnerable and marginalized groups and to start a movement for a people friendly society (*Jan Mitra Samaj*) through an inter-institutional approach.

**d. OUR WORKING APPROACH**

- accurate investigation and documentation of human rights violations connected with advocacy, publication and networking on a local, national and international level
- creating models of non-violent and democratic communities (People friendly villages, torture-free villages)
- building up local institutions and supporting them with active human rights networks
- creating a democratic structure for the 'voiceless' to enable them access to the constitutional guarantees of modern India
- empowering marginalized communities by trainings and access to information
- promoting a human rights culture
- linking local and international human rights together
- linking grass roots activities and international human rights networks and institutions

together

**e. CORE VALUE:**

1. Equity
2. Fraternity
3. Non –Violence
4. Participatory Democracy
5. Secularism
6. Justice – Rule of Law

**Background documents of JMN/PVCHR**

<b>Name of Organization</b>	Jan Mitra Nyas	
<b>Date of Registration</b>	10 May, 1999	
<b>Registration Type</b>	Public Charitable Trust	
<b>Registration No.</b>	1676	
<b>PAN</b>	AAATJ4584A	
<b>Registration under FCRA</b>	<i>Date of Registration</i>	17/03/2016
	<i>Registration number</i>	136760102
	<i>Date of Registration</i>	Sep 21, 2016



<b>NitiAyog Registration</b>	<i>Registration number</i>	UP/2016/0102234
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### **The initial Objectives of PVCHR were:**

- The immediate and unconditional release of prisoners of conscience people detained for their beliefs or because of their ethnic origin, sex, color, language, national or social origin, economic status and, who have not used or advocated violence
- The prompt and fair trial of political prisoners
- An end to death penalty, torture and other forms of cruel, inhuman or degrading treatment or punishment.
- An end to political killings and disappearances
- Eradication of slavery e.g. Child slavery and bonded systems, slavery in trafficking etc

### **Strategy**

1. Practice to Policy: Peoples' Advocacy
2. Policy to Practice: THE MODEL OF JAN MITRA VILLAGE based on active listening, empathy for hope, honour and dignity
3. Organization building/Capacity building

### **Our comprehensive programs**

- Comprehensive program for survivors of torture and Organized Violence
- Comprehensive program for model villages and model
- Comprehensive program for women and children's sectors
- Program for national lobby, campaign and advocacy

- Program for international solidarity, partnership and networking

### **Comprehensive program for survivors of torture and Organized Violence**

- ❑ 1996 to till now intervened in around 7200 cases of police torture, extra judicial killing and organized violence
- ❑ In 2006 JMN/PVCHR partnered as state partner in project National Project on Preventing Torture in India” the first project on torture victims implemented with the
- ❑ In 2008 developed Testimonial Therapy in the Asian Context
- ❑ In span of 5 years (2010- 2015) developed 2096 strong cadre of Human Rights Defenders.
- ❑ In 2012 launched Detention Watch to monitor any type of detention happening with the adult and children.
- ❑ In 2014 launched the campaign “Musician Against Torture”
- ❑ Provided psycho- social support through testimonial therapy 2552 survivors of torture and organized violence.
- ❑ Rescue and Rehabilitation of 11000 survivors of bonded labour and trafficking
- ❑ Compensation of 2800 million INR in the case of torture and bonded labor from 2010 – 2018.

### **Comprehensive program for model villages and model**

- In 2007 organized first folk School for Dalit in model village Belwa
- In 2004 started to create child rights centric model village and created 200 child rights village in Varanasi, Sonbhadra and Jaunpur.
- In 2005, JMN/PVCHR developed torture free model villages in the selected 70 villages in eastern Uttar Pradesh in India and Jharkhand

states of India.

### **Comprehensive program for women and children sectors Child Survival:**

- ❑ Working with 13691 people of 2726 on health and reproductive rights.
- ❑ Created 512 women and girls cadets for greater awareness and consciousness among community on health, hygiene and reproductive rights
- ❑ 451 families, who first time did kitchen gardening produced 8885 kg of different types of vegetables

### **Child Participation:**

In 2001 formed children parliament now 10 parliaments are functioning in 22 with the participation of 195 children (127 female 94 male).

### **Child Education:**

- ❑ Providing duniyabitalim (Education for life) and ITE to 3981 children (2192 Male and 1789 Female) in 20 Madarsa of Bazardiha and Lohta
- ❑ Providing quality education to dalits and minorities children. Providing scholarship to 150 girls for the higher education and provided bi-cycle to 85 girls as freedom to girls.
- ❑ Provided human rights educations and linked with mainstream education to twenty-five thousand children and youths.

### **Women**

- In 2012 Built "Savitri Bai Phule women center"-a short stay home for women in Baghwanala, Varanasi. In 2002 created a platform/forum "Savitri Bai Phule Mahila Panchayat.
- Launched neo dalit campaign and organized women Folk School as a process against hegemonic masculinity.

- Provided psychological support through testimonies therapy to 1011 survivors of Gender based violence.

### **Program for national lobby, campaign and advocacy**

- Organized BenarasConvention in 2004 and 2014
- In 2005 Conceived and convened People's SAARC at Varanasi.
- In 2009 Formed of "National Alliance on Testimonial Therapy" (NATT)
- 2010: New branding and outlook: more professional organizational structure, website and brochure
- 2011: Established Neo dalit movement as new non-violent people's movement to formulate positive conflict resolution all different identities against injustice, culture of silence with impunity, neo liberalism and communal fascism.
- In 2013 Submitted the comment to Justice Verma Committee Report on Gender Violence.
- Organized several multi – stakeholder interface public hearing and National conference
- Meeting with parliamentarian and policy makers
- In 2014 Organized "Satyagraha" as a human rights movement
- In 2010 submitted comment to the select committee for enactment of prevention of torture bill
- Lenin Raghuvanshi was appointed as a member of the NGO core group
- Lenin Raghuvanshi selected as National Coalition to end Bonded Labour& Human Trafficking Note and Coalition Letter

### **Program for international solidarity, partnership and networking**

- Submitted thrice in Universal Periodic Review and report to UN special

Rapporteur during their visit to India

- ❑ 2012: Dr. Lenin along with Yap Swee Seng (ED, Forum Asia) participated in Bali Democracy Forum
- ❑ Lenin Raghuvanshi was elected as a co-ordinator of South Asian Network against Torture and Impunity (SANTI)

- ❑ Book "Justice Liberty Equality: Dalits in Independent India" and Margin to Centerii published by Frontpage publication.
- ❑ Global India project is a Horizon 2020 funded European Training Network. The network is based in Dublin City University. [www.globalindia.eu](http://www.globalindia.eu)
- ❑ A chapter include on the work of PVCHR in book written Identity, Rights, and Awareness: Anti-caste Activism in India and the Awakening of Justice through Discursive Practicesiii,
- ❑ Chapter featured on the work of PVCHR Touching the untouchable: Dalit empowerment through consciousness- raising in an Indian village published by Routledge publicationiv
- ❑ Lenin Raghuvanshi is one of a 12-person strong Editorial board of Torture for next two years. The Torture Journal is an international scientific journal that provides an interdisciplinary forum for the exchange of original research and systematic reviews by professionals concerned with the biomedical, psychological and social interface of torture and the rehabilitation of its survivors.
- ❑ Lenin Raghuvanshi became member of advisory board at Journal of Transdisciplinary Peace Praxis (JTTPP).
- ❑ Lenin Raghuvanshi is also member of the IRCT Data and Research Methods Reference Group (Data Reference Group)
- ❑ Deed Indeed Foundation profiled him as 'Tireless Service to Humanity' and describes, "Lenin Raghuvanshi is one of the Caste System's greatest nemeses and is one of Society's Downtrodden's most dynamic champions and we can all take a humane leaf from his book."

- ❑ Lenin has spoken at colleges and universities across the globe.

### **Publication**

- ❑ Voice of voiceless newsletter
- ❑ Bacho ki duniya (Children magazine: World of children)
- ❑ Manual: TT, ITE, Sadbhawana and orientation and pedagogy.

### **Infrastructure**

#### **Community centers and school:**

1. Raja Suhail Dev Jan Mitra Sikshan Kendra, Varanasi
2. Weaver center, Varanasi
3. Sushil Tripathi Jan Mitra Sikshan Kendra, Sonbhadra
4. Birsa Munda Jan Mitra Samudaiyik Kendra, Jaunpur
5. Eklavya Jan Mitra Samudaiyik Kendra, Varanasi (kindergarden)

6. Kabir Jan Mitra Samudaiykkendra, Varanasi
7. Community center, Belwa, Varanasi
8. Kindergarten at Ayer and one room in Primary school at Shivrampur
9. Women center, Varanasi
10. Land for Government Primary School at Belwa, Varanasi

### **Pumping set:**

1. AneiMusahar ghetto
2. Sakara
3. Raup
4. Baghawanala

### **Geographical Focus:**

Intensively in Eastern (Varanasi, Jaunpur, Sonbhadra, Allahabad, and Ambedkar Nagar) and western (Aligarh, Moradabad, Meerut, Badaunand Aligarh) regions of Uttar Pradesh and Koderma district of Jharkhand. Through networking working in 16 states of India with Involvements of 99 organizations.

### **Our Advocacy**

We had intensified its advocacy campaigns in raising the voices of marginalised people in the pursuit of policy changes at varying levels:

- Through interface with different stakeholders
- UPR submission
- Meeting with different stakeholders
- Submission of reports and comments at NHRIs, Government and UN

### **OUR MEMBER AND NETWORKS**

We are linked with a multitude of organizations, student unions, trade unions, and grass-root level NGOs. PVCHR is member of NAFRE-National forum on right to education, Voice of People (VOP), Association for Communal Harmony in Asia (ACHA) based in USA, Migrant Forum in Asia, Human Rights Watch, Amnesty



International, Frontline (Dublin, Ireland), National Alliance on Testimonial Therapy (NATT), Indo–German Society of Remscheid, Zebra (Austria), May 18 Foundation (Gwangju, South Korea), INSEC (Nepal), Right to food campaign(India), Namati (Global legal empowerment Network),Atma Network, Wada Na Todo,National Coalition to Eradicate Bonded Labour and Human Trafficking (India), International Rehabilitation Council for Torture Victims (IRCT)NACG-EVAC,India (National Action and Coordination Group for Ending Violence Against Children, India, a recognised National Civil society platform of South Asia Initiative to End Violence Against Children, an inter-Governmental apex body of SAARC), South Asian Network against Torture and Impunity(SANATI),CSO coalition to end child marriage in India (Formed in support of the NHRC-SAIEVAC National Conference to End Child Marriage in India),The International Network of Psychologists for Social Responsibility (INPsySR), FICCI Startup Coomittee and Partnership to End Violence against Children etc.

### **Our target communities:**

- Tribes (Ghasia, Kol and Bihor)
- Muslim minorities
- Dalits (Chamar and Musahar)
- Other backward caste:
- Membership: 72000 as neo dalit communities comprising progressive people from upper caste, OBC, tribal and minorities

### **Award**

- **2001:** Ashoka Fellowship
- **2007:** Gwangju Human Rights Award.
- **2008:** ACHA Star Peace Award
- **2010:** International Human Rights Award of Weimar, Germany

- **2012:** Karmveer Award
- **2016:** M.A Thomas Human Rights Award
- **2016:** Wockhardt foundation selected him as a Child Rights Activist of the year in a nationwide online voting
- **2016:** Dr. Lenin received the life time honorary membership of Indo-German Society of Remscheid, Germany as internationally acknowledged Human Right Activist, Founder and Executive Director of the People's Vigilance Committee on Human Rights (PVCHR), for his long-lasting unique friendship and sustainable cooperation between the PVCHR and the Indo-German Society Affiliate Remscheid.
- **In 2016,** Lenin was selected member of Global India-an Ireland-based Horizon 2020 funded Marie Sklodowska-Curie European Training Network. The network is composed of 6 different EU Universities and has 9 partners in India. <http://globalindia.eu/people/lenin-raghuvanshi/>
- **In September 2017,** India Times listed Lenin Raghuvanshi as one of the 11 Human Rights Activists in India whose Life Mission is to provide others With a Dignified Life
- **2018:** Public Peace Prize
- **2018:** Bharatiya Manavata Vikas Purskar
- **2018:** Special Mention award Of Human Rights of The French Republic
- **2018:** In the first feature chapter, Archana Kaushik, Lenin Raghuvanshi and Mohanlal Panda explore the practice of untouchability through the experience of one Indian village. Though constitutionally outlawed, the practice is deeply ingrained in Indian culture. It has its roots in the caste system, a traditional form of apartheid. The Dalits in the village lived in thatched houses at the periphery of the village, and their children were denied immunization, supplementary nutrition and schooling because

upper-caste health care and education workers dread the prospect of sullyng their spiritual purity through physical contact with the Dalits. The chapter recounts the experience of the People's Vigilance Committee on Human Rights (PVCHR), a nongovernmental organization (NGO), in breaking down the barriers that hindered the Dalits from enjoying their most basic rights through the mobilization and empowerment of the Dalits to voice their concerns and fight for justice. The article Touching the untouchable: Dalit empowerment through consciousness- raising in an Indian village published by Routledge publication(<https://en.m.wikipedia.org/wiki/Routledge>) in its book of Consciousness - Raising Critical Pedagogy and practice for social change. The article is jointly written by Dr.Archana Kaushik, Lenin Raghuvanshi and Dr.Mohanlal Panda. **Links for details:**

<https://www.taylorfrancis.com/books/e/9781351608329/chapters/10.4324%2F9781315107851-2> <https://www.routledge.com/Consciousness-Raising-Critical-Pedagogy-and-Practice-for-Social-Change/Yu/p/book/9781138091771?fbclid=IwAR32qXpg8zdCkUU-nEkkOHqxSx3fveelMmtZVuhjl1qLQYIKSne7QpKHEvQ>

- **2018:** The Journal of Transdisciplinary Peace Praxis (JTPP), peer-reviewed and bi-annual, is launching its first Issue on 30 January 2019. The Advisory Board has members of the Global India Project: Dr Jacint Jordana (IBEI), [Dr Lenin Raghuvanshi \(PVCHR\)](#), [Prof. Rahul Mukherji \(HEID\)](#), and [Prof. John Doyle \(DCU\)](#).JTPP fills an important trans-disciplinary gap, which often neglects opportunities for truly collaborative research and praxis on the complex and multi-dimensional realities of positive peace and reconciliation systems. <http://globalindia.eu/launch-of-journal-of->

[transdisciplinary-peace-praxis-jtpplib/](https://jtpplib.org/)     <https://jtpplib.org/jtpplib/advisory-board/>

- **2019:** He is one of a 12-person strong Editorial board of Torture for next two years. The Torture Journal is an international scientific journal that provides an interdisciplinary forum for the exchange of original research and systematic reviews by professionals concerned with the biomedical, psychological and social interface of torture and the rehabilitation of its survivors. <https://irct.org/media-and-resources/latest-news/article/987>
- **2019:** He is also member of the IRCT Data and Research Methods Reference Group (Data Reference Group). <https://irct.org/global-standards-and-evidence/data-and-research-methods-reference-group>
- **2021: European Union Visitor Program profiled as EUVP WALL OF FAME**  
<https://visitors-programme.europa.eu/wall-fame/lenin-raghuvanshi>  
<https://visitors-programme.europa.eu/wall-fame>
- **2022: Selected as the ambassador for Human Rights Measurement Initiative (HRMI), the first global initiative to track human rights performance of countries.**  
<https://humanrightsmeasurement.org/about-hrmi/the-team/>
- **2022: Awarded as 2021 Global Pluralism Award Honourable Mentions for an inclusive social movement that challenges the patriarchy and the caste system**

<https://award.pluralism.ca/lenin-raghuvanshi/>

<https://award.pluralism.ca/global-centre-for-pluralism-announces-the-2021-global-pluralism-award-winners/>

<https://junputh.com/voices/global-pluralism-award-doctor-lenin-varanasi/>

- **2022: Recognized by Senate of Canada as Global Pluralism Awardees,2021**

<https://www.youtube.com/watch?v= QO5lrTmLP4>

<https://sencanada.ca/en/sencaplus/news/at-a-glance-2022-05-25/>

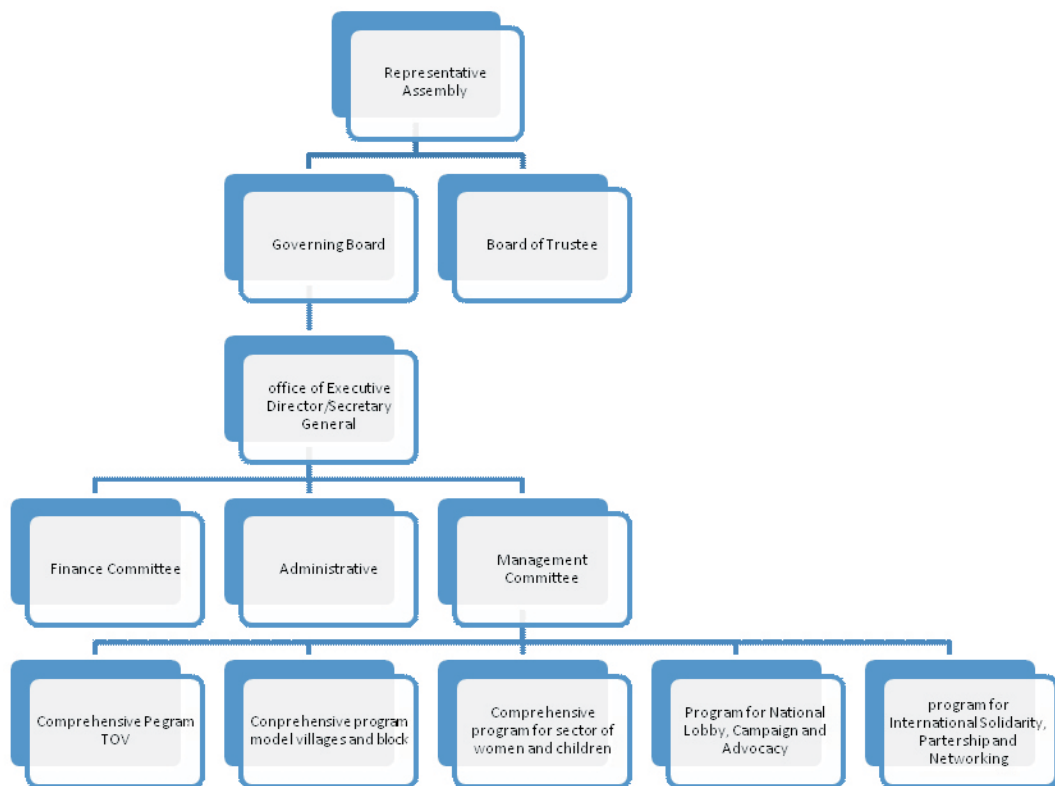
<https://twitter.com/GlobalPluralism/status/1527740956132376577>

## **2. ADDITIONAL TRUST DEED OF JAN MITRA NYAS (JMN):**

According to the provision 14 of Miscellaneous Provisions of the Constitution Jan Mitra Nyas (JMN) was formed and registered in the office of sub- registrar of Varanasi in UP, India on 10 May 1999 on Book No. 1, page No. 177/206 and document No. 1676. of the Trust Jan Mitra Nyas, *"the Board of Trustees shall have the power to amend the present Trust, so that the objects of the Trust may be more effectually attained"*. There have been made several resolutions from time to time with full quorum, according to the provision 16 under the heading 'Duties and Functions of Trustees' of the Constitution of the Trust. According to the Resolution in meeting No. 14 on October 12 of 2010 (Annexed with this document) of the Board of Trustees of Jan Mitra Nyas has given power to Smt Shruti Nagvanshi to register the

amendment as an 'Additional Trust Deed'. In the same meeting of Board of Trustees of Jan Mitra Nyas resolutions were passed to give effect to the following amendments, which is basically based on outcome of Organizational Development process by Ms. Loreine B. Dela Cruz, Consultant, and RCT OD for PVCHR from 10 July 2009 to 30 July 2009:

## Organogram



### **a. REPRESENTATIVE ASSEMBLY:**

There shall be a Representative Assembly (RA) of Jan Mitra Nyas (JMN)/ Peoples' Vigilance Committee on Human Rights (PVCHR)/Manvadhikar Jan Nigrani Samiti. It shall act as a body to elect the members/representatives for Governing Board.

There shall be minimum 17 members in the Representative Assembly of JMN/PVCHR and it shall be formed by Taking:

- Three persons from Partner Community.
- Three persons from Partner Organizations.
- Five persons from membership structure of Peoples' Vigilance Committee on Human Rights

(PVCHR).

- Three persons from staffs of JMN.
- Three persons on the nomination by CEO office

**b. BOARD OF TRUSTEE:**

Board of Trustees (BOT) of Jan Mitra Nyas as legal holder of PVCHR at present are as follows. Board of Trustee shall hold its meeting at least once in a year. Board of Trustee shall form a quorum of 2 for any meeting of the Governing Board.

- Sant Vivek Das –Chairperson-BOT
- Mrs. Shruti Nagvanshi- Managing Trustee-BOT
- Dr. Mahendra Pratap Singh- Member-BOT
- Mr. Lal Bahadur Ram-Member-BOT
- Prof. Shahina Rizvi- Member-BOT

**c. GOVERNING BOARD:**

Governing Board shall consist of maximum 11 members and minimum 7 including minimum 2 female members. These members of the Governing Board shall be elected by Representative assembly

Tenure of the members of the Governing Board shall be of 3-5 Years. Governing Board shall hold its meeting at least once in a year. One- third of the Governing Board shall form a quorum for any meeting of the Governing Board. The proceedings and the questions and matters arising at the meetings of Governing Board shall be decided by majority of votes.

Governing Board shall elect its one president, one member-secretary and one vice-president. A meeting of the Governing Board shall be presided over by the president, in the absence of



president meeting shall be presided by the vice-president and in the absence of both the meeting shall be presided by a member of the Governing Board

A member of the Governing Board shall cease to be such a member if s/he resigns, or s/he becomes insane or otherwise incapable of acting.

Board of trustees shall appoint Dr. Lenin Raghuvanshi as the CEO of Jan Mitra Nyas, who shall serve as Convenor of PVCHR and of Governing Board as non-voting member. He shall not receive any salary against the post of CEO/Convenor, but he may receive salary for an assignment in different projects funded by different donors.

Convenor of Governing Board or managing trustee of Board of trustee shall have right to call for a meeting of the Governing Board and to form an office of Secretary General (OSG). The Secretary General shall have right to appoint minimum 1 and maximum 5 members for the office of the Secretary General, who shall be called Advisor/Secretary of the Office of Secretary General. Advisor/Secretary of the OSG shall not receive any salary against the post but s/he may receive salary for an assignment in different projects funded by different donors.

***d. MANAGEMENT COMMITTEE:***

Management Committee shall be formed by taking in staffs of Jan Mitra Nyas/PVCHR on the proposal of CEO and approval of Board of Trustees. Management committee shall hold its meeting at least once in 4 months. One- third of the management committee shall form a quorum for any meeting of the management committee. It shall be directly responsible to the Governing Board.

The Management Committee shall have the management of all affairs and funds related to ongoing programs and projects. The Management Committee shall also exercise full powers with regard to administrative and financial matters of Jan Mitra Nyas/PVCHR; such as:

- Installing systems, processes and procedures for the benefit of the whole organization
- Competency enhancement and capability building. This is for purposes of retooling and enhancing the

capabilities and competencies of the management and staff.

- Setting up new programs aligned to the VMG and five-year strategic plan. New and enhanced programs need to be set up and fine-tuned to match the targets and challenges of the new five-year strategic plan of the organization.

- Human resource management and development which entails continuous directing and inspiring the whole organization up to enhancing the problem solving and decision-making processes of the organization.

Chief Executive Officer (CEO) shall be head of management committee. CEO or his/her nominated project holder shall be signed all contract of project.

Management Committee shall prescribe duties of all workers and staffs and shall exercise supervision and disciplinary control as may be necessary. Subject to any orders, rules and byelaws of the Trust, Management Committee shall be responsible for the proper administration in day to day in office.

Line offices for administration and finance separately and the program committees that are responsive to the challenges of the five-year strategic plan.

The Management Committee will form project core team committee of each project run by the organization.

## ***B. PERSONEL MANUAL***

- **Recruitment**

  - Direct

  - Indirect

- **Selection**

  - Background & reference checks

  - Interview & Induction for new employees

- **Personnel record, background and reference check a. Appointment/ contract letter & Probation**

- **Employee**

  - **training a. On -**

  - **job training b. Off**

  - **-job training**

- **Level of Management**

1. Promotion, Salary &

  - Incrementa. Reward

2. Attendance & work duration

  - a. Special provision for female employees

3. Leaves

4. Confidentiality

5. Harassment

6. Procedure of handling complaints

7. Employee performance review & planning session

8. Employee transfer
9. Employee termination
  - a. In case of termination initiated by the organization
10. Retirement
11. Safety
12. Health – related issues.
13. Gifts or favors
14. Violation of organization Policy

### **1. RECRUITMENT:**

JMN is an Equal Opportunity Employer. This means that we will extend equal opportunity to all individuals without regard for race, religion, color, sex, national origin, age, disability or veterans' status. This policy affirms OUR commitment to the principles of fair employment and the elimination of all vestiges of discriminatory practices that might exist.

Recruitment has been regarded as the most important function of personnel administration, because unless the right person is hired, even the best plans, organizational chart and control systems would not do so much good. JMN is using internal source, indirect method and sometime third party for the recruitment.

#### a) INTERNAL SOURCE

These include the person already on the payroll of the organization i.e., present working force. Whenever any vacancy occurs, somebody for the organization is upgraded, transferred and promoted or sometime demoted.

#### b) INDIRECT METHOD

Indirect method is mostly involved in newspaper and social media. Local newspaper is a good source for lower –level administrative employees is usually confined to daily newspaper. The search for the program head/top executive might include advertisement in national periodical or through third party such as biggest job portal [www.devnetjobs.org](http://www.devnetjobs.org)

## **2. SELECTION**

The objective of selection procedure is to determine whether an applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job. JMN is using given below points for the selection of the employees.

- Preliminary interview or screening
- A well conducted interview to explore the facts and get at the attitude of the applicant and his/her family to the job.
- Final selection approval by CEO with consultation Managing trustee and senior director of Management team of the decision to the candidates.
- **INTERVIEW & INDUCTION FOR NEW EMPLOYEES:**
  - Preliminary Interview by a member of the management committee and followed with the final interview. The interview panel consists of the external expert on the issue, Nodal Manager HRD, one person from the management and CEO (including one woman) to view the total individuals and appraise him/her and his/her behaviour. It is a method by which an idea about the applicant's personality (including his/her intelligence, breath of interest and general attitude

towards life) can be obtained by face-to-face contact.

- All new employees positioned in the office of the organization are expected to perform induction work for two weeks. During this period, the new employee is required to spend some time within each initiative so as to understand the functioning of different initiative of the organization. Employees should try to contribute their skills and knowledge to different projects being executed within the organization and not keep themselves confined to their delegated projects.
- Employees belonging to the section of society suffering from discrimination based on the grounds of gender and caste shall have to go through longer induction period.

### **3. PERSONNEL RECORDS:**

On the first day of joining, the following documents need to be submitted:

1	Age Proof Certificate- Birth certificate/ School certificates (ICSE/SSLC/CBSE)
2.	Academic Certificates (Including additional certifications/ courses) supporting the education qualifications along with marks sheets.
3.	Experience proof - Relieving letter from previous employers (if previously employed)
4.	Copy of passport (All sheets)
5.	Copy of the updated resume



The job offer is made based on the information furnished by the employee. However, if there is a discrepancy in the copies of the documents /certificates provided as proof in support of the above, the organization reserves the right to revoke the offer.

It is essential that these documents be submitted at the time of joining. The records cannot be processed unless all the documents mentioned above have been submitted.

It is important that the personnel records of JMN be accurate at all times. JMN expects its employees to promptly notify appropriate personnel representative / supervisors of any change in name, home address, telephone number, marital status, number of dependents, or any other pertinent information which may change.

***a. BACKGROUND & REFERENCE CHECKS:***

Background checks are conducted for all the employees. It includes checks on:

- Educational Qualification
- Employment checks on all previous employments
- Residential address check
- Reference check

If any Employee fails to clear the background check, this will result in termination of his/ her services from the organization. The approval of Executive Director would be required in case of any exceptions.

***b. APPOINTMENT/CONTRACT LETTER & PROBATION***

Appointment letters bearing signature of the CEO or designated person shall be issued by the organization to a new employee

before his/her date of joining.

Designation of the employee, probation period, responsibilities and nature of work, place of work etc. shall be stated in the appointment letter.

All new employees would be on probation for a period of three months or more based on requirement of the designation and work. Executive Director may exercise his discretion regarding probationary period of the employees. Review after completion of the probationary period.

#### **4. EMPLOYEE TRAINING:**

##### **a. ON JOB TRAINING**

Virtually every employee gets on the job training, when he joins the firm. The trainees learn as they are coached by the skilled co-worker, by supervisor and special training instructors. They learn the jobs by the personal observation and practice as well as occasionally handling it.

##### **b. OFF THE JOB METHOD**

It's simply means that training is not a part of every day job activity. The actual location may be in organization hall or the place owned by the organization or the universities or association which have no connection with the organization. Such as lecture, conference, seminar, case study and role playing etc.

## **5. CATEGORIES OF EMPLOYEES**

1. Project staff (Full time or part time)
2. Consultant

## **6. EXECUTIVE DEVELOPMENT**

All those persons who have authority over others and are responsible for their activities and for the operation of an enterprise are managers. The manager has to deal not only with the staff but also with others outside his own group, and has a decided influence on the organization.

*a. The managerial function is consisting of three key tasks*

- The maintenance and operation of the organizational communication with a view to translating broad organizational goals into detailed working purpose and providing feedback on progress on the problems of achievement.
- The maintenance of an organization
- The maintenance of faith in the superiority and desirability of achieving the organizational aims.

*b. Level of the Management:*

- *Senior Management level:* Experience above 5 years or 3 years with appraisal by Executive Director.
- *Middle Management level:* Experience above 2 years
- *Junior Management level:* Experience less than 2 years

## **7. PROMOTION, SALARY & INCREMENTS:**

The organization has provisions for changes in salary slabs periodically. Salary for every month shall be disbursed by 28

dates of each month.

Promotions and salary increments depend upon factors like availability / vacancy of position, employee performance & skills, aptitude, employee conduct, tenure within the organization, etc and are subject to discretion of the CEO with consultation with Board of trustees.

After completion of one or more years within the organization, employee may be awarded salary increment with effect from financial year starting 1<sup>st</sup> April/successful completion of a year of project/ according to the project.

Employee performance heavily impacts salary increment.

**a. REWARDS:**

The rewards are monetary benefits paid to staff in recognition of their outstanding performance after the performance appraisal. Reward can be anything that attract an employee attention and stimulates him/her to work for fulfilling the long-term target of the organization. The employee must feel the organization reward as their own.

**8. ATTENDANCE & WORK DURATION:**

Full time employees are required to work for 48 hours / 6 days per week and part time for 30 hours/6 days. Work duration may change according to legal requirements. The office staffs are required to sign on the attendance register and field staff to submit the monthly engagement report to the immediate head. Employees must be regular at work and avoid unauthorized absence. Excessive absence may result in disciplinary action.

**a. SPECIAL PROVISIONS FOR FEMALE EMPLOYEES:**

Flexible Work Timings/Breaks: -

- All female employees who have completed a minimum of two years within the organization and are in their last stage of pregnancy (6 to 9 months) can avail the facility of flexible half work days after producing a certificate from their doctor which states complete rest for the applicant.
- This facility can even be availed up to one year after delivery.
- Daily breaks for up to two hours can be availed by women employees for the purpose of breastfeeding. This facility is available up to one year after delivery of a child.

- Office timings for female employees would be from 9:30 AM to 5 PM during extreme winter season (December – January).

## **9. LEAVES:**

\* The word 'year' refers to financial year starting on 1<sup>st</sup> April and ending on 31<sup>st</sup> March and is the basis for calculation of all leaves.

- a. Permanent employees are eligible for the following: -
  - Casual Leaves - 12 days in a year.
  - Official Holidays - 11 days in year (list to be published by organization in the beginning of the year).
  - Maternity Leaves – provided to women employees for a period of three months. Formalities and provisions to be followed as mentioned under & Maternity Benefits Act 1961.
  - Paternity Leaves - Male employees are eligible for seven days of Paternity Leave.

b. Temporary / On Probation / Contract employees are eligible for the following: -

For the first six months only, Official Holidays shall be granted. In case of sickness and other special circumstances, 3 days of leaves may be granted subject to the permission of the CEO/Project lead /Nodal person of H.R

After first six months, employees are eligible for 1 casual leave per month. Employees should avail this leave only after 15<sup>th</sup> of every month.

On receiving permanent appointment letter, the employee shall be eligible for all the leaves mentioned under permanent employees' section above.

**c. Leave without Pay (LwP): -**

If an employee does not report to work after his / her granted leaves have expired then such absences would be considered by the organization as LwP. Going on leave without informing and without taking permission from the authorized person / department would also be considered as LwP. Employee is not eligible for payments for LwP.

Going on LwP is considered unprofessional hence employees MUST take prior permission of concerned authorities.

**10. CONFIDENTIALITY:**

JMN requires all employees to sign a confidentiality agreement as a condition of employment, due to the possibility of being privy to

information which is confidential and/or intended for the organization use only. All employees are required to maintain such information in strict confidence. Should an occasion arise in which you are unsure of your obligations under this policy, it is your responsibility to consult with your reporting manager. Failure to comply with this policy could result in disciplinary action.

### **11. HARASSMENT:**

Harassment includes any behavior, verbal or nonverbal, which can make a person feel uncomfortable in relation to his / her age, sex, caste, religion, sexual orientation, marital status, religion, profession, differentiability or medical record. This can be a single incident or a series of incidents and includes offensive material, comments or gestures.

In such cases, the matter is to be brought to the attention of the Reporting Authority. Complaints will be handled seriously, sympathetically and in full confidentiality.



## **12. PROCEDURE FOR HANDLING COMPLAINTS:**

Under normal working conditions, employees who have a job-related problem, question or complaint should first discuss it with their immediate Superior. At this level, Employees usually reach the simplest, quickest, and most satisfactory solution. If the Employee and Superior cannot solve the problem, the Organization encourages the Employee to escalate the issue upwards in the management hierarchy until the problem is resolved.

## **13. EMPLOYEE PERFORMANCE REVIEW AND PLANNING SESSIONS:**

Formal performance reviews and planning sessions with the staff & management shall be conducted by the CEO/ person or committee nominated by the CEO, at least once every financial year, after confirmation of service. Informal performance reviews and planning sessions may be conducted more often if required. Performance reviews and planning sessions are designed for the Superior and the employee to discuss his/her current job tasks and areas of improvement, encourage and recognize attributes, and discuss positive, purposeful approaches for meeting work-related goals.

Together, Employee and Superior discuss ways in which the Employee can accomplish goals or learn new skills. The Organization directly links wage and salary increases with performance of work. The Employee's performance will have a direct impact on any changes in his/her compensation. New Employees will be reviewed at the end of their probationary

periods. After the initial review, the Employee will be reviewed yearly.

#### ***14. EMPLOYEE TRANSFER:***

An employee may be transferred from one project to another project, one city to another city, one region to another region, to any place within India or to regional associated institutions and organizations. This may impact the salary of the employee being transferred.

## **15. EMPLOYMENT TERMINATION:**

### ***In case of voluntary termination***

#### ***initiated by temporary / contract /permanent employee: -***

- Employee needs to submit a resignation letter to the organization and get it approved by the CEO or authorized person.
- One month's notice period to be served by the employee after resigning.
- In case the employee is unable to serve the notice period, then he/ she shall have to pay one month's salary to the organization.
- Employee is required to obtain a 'No Dues' certificate from the organization on his last working day.

### ***a. In case of termination initiated by the organization: -***

- Employee may be given one month's prior notice or asked to pay one month's salary to the organization.
- Employment is terminated when the contract between employee and organization expires (based upon the conditions mentioned in the contract).
- The organization may initiate termination of employment if an employee's annual performance rating is Unsatisfactory for two subsequent years.
- If an employee is accused of being involved in non-disciplinary activities, the organization shall form an enquiry committee. Employee shall continue to receive his salary

during the period of enquiry. Based on the report of the committee, if the charges against the employee are found to be wrong, the employee resumes his /her position and duties within the organization else a final decision on termination of employment may be considered.

- The organization may reconsider the employment status of an employee if he / she is unable to produce a satisfactory response even after receiving three consecutive 'Show Cause' notices.

No final settlement of an employee's pay will be made until all files, records, keys, and any other materials that are property of the Organization are returned in appropriate condition and payment in lieu, if any, is fully settled and a no dues certificate is issued by the accounts

#### **16. RETIREMENT:**

- Employees are required to retire from service on attaining the age of 60 years.
- Organization may consider pre-mature retirement of an employee if he/she is unable to perform his/her duties at work due to mental or physical illness or other limitations.

## **17. SAFETY:**

The Organization provides information to Employees about workplace safety and health issues through regular internal communication. Each employee is expected to obey safety rules and exercise caution and common sense in all work activities. Employees must report any unsafe conditions to their superior. Employees must also take due care of the instruments and equipment's provided to them.

## **18. HEALTH-RELATED ISSUES:**

Employees, who become aware of any health-related issue, including pregnancy, should notify their Superior, and/or Departmental Manager. This policy has been instituted strictly to protect the Employee.

## **19. GIFTS OR FAVORS:**

It is the policy of the organization that no employee will accept any form of gifts or favors from external agencies dealing with the organization. However, in such circumstances where it is customary to do so, employees are permitted to accept such gifts of nominal value or favors provided that such gifts or favors are not extended and/or accepted for the purpose or with intention of:

- Influencing any present or future act decision by that employee.
- Inducing such employee to perform or omit any act in violation of his proper duties and responsibilities.
- Inducing such employee to use or direct any other person to use his influence with a government, or any of its representatives, divisions or agencies to affect or influence any act or decision of any such government, representative,

division or agency and in any or all of the above cases, for the purposes of expediting, benefiting, prejudicing or affecting in any way whatsoever whether directly or indirectly the business dealings or relationship of the gift giver with the organization.

**20. VIOLATION OF ORGANIZATION POLICY:**

It is important that all employees conduct themselves in a professional, mature and responsible manner. If behaviour continues to fall below expectations after informal and/or formal counselling, it may result in Disciplinary Action.

The Organization may also immediately terminate an Employee without progressive discipline whenever it is deemed necessary, including but not limited to the following:

- Engaging in fraud, embezzlement or other dishonest practices.
- Falsification of records.
- Violating Organization Policies and/or Laws.
- Threatening, intimidating or insubordinate behaviour or physical violence.
- Removing or destroying organization records or property, releasing confidential or proprietary information without appropriate approval.
- Being under the influence of, or use, possession, or sale of intoxicating substance or illegal drugs on Organization premises.
- Possession of weapons or firearms on organization premises.
- Gambling on organization premises.
- Engaging in other acts, which are contrary to the best interest of the organization.

**ANNEXURE:**

- List of holidays
- Contract format for full time staff
- format of consultancy

## **1. INVENTORY MANAGEMENT**

- a. Stock Maintenance
  - b. Stationary
  - c. Control of Purchase
  - d. Postage/fax
  - e. Xerox / Print-outs
  - f. Library Books
  - g. Security of Assets
  - h. Registers
  - i. Planning & Budgeting
2. DESK TOP SECURITY:
3. PROTECTION OF ENVIRONMENT
4. ACT OF INDISCIPLINE OR MISCONDUCT
5. USE OF ORGANIZATION PROPERTY:
- a. USE OF EMAIL:
  - b. USE OF SNAIL MAIL:



## C. ADMINISTRATIVE MANUAL

### 1. INVENTORY MANAGEMENT

#### **a. Stock Maintenance**

- Account officer/Finance Department shall tally purchase invoice with the list of verification given by the Administrative Assistant cum cashier.
- The entry of the stock shall be done in Inventory Book and also in Manual register.
- The stock issued to the field office shall clearly mention receipt no., description of commodities, date and signature of issuing authority.
- The stock register should be available at each field office and it should be timely maintained.
- Administrative Assistant cum cashier /Accounts Officer or concerned person appointed by them shall annually do the verification of physical stock at the centre and submit the report to a Finance Manager.

#### **b. Stationery**

- The stock register is maintained project wise, which clearly states the items with details, signature of the recipient and the authorized person.
- For training, number of stationeries purchased must be tallied with the number of participants signed in the registration form (Participants list). Similarly, other resource materials like pens, files etc. can be purchased in lump sum by following the usual procedure for purchase.

- The person allotted with the electronic item will be responsible for keeping C.D /data cable with themselves.

### **c. Control of Purchasing**

- The Board of Management /CEO/Administrative Committee of Management should minute the recommended procedure to be adopted for use by those authorised to purchase goods/ As soon as a purchase is made, the supplier's invoice should be passed on immediately to the Administrative Assistant cum cashier/account officer, and the recipient of the goods / service should endorse "received in good order and condition" or similar words on the supplier's invoice, as the authority for the Administrative Assistant cum cashier/account officer to pay the account.

### **d. Postage / Fax**

- For purchase of postal stamps, the list of the addresses to which the letters were posted must be attached along with the letter.

- For all fax invoices, the content that has been faxed must be enclosed along with the information, as to whom it was faxed.

#### **e. Xerox / Print-outs**

- For every Xerox/ Print out bill, the brief about content is mentioned in the bill.

#### **f. Library Books**

- Purchase of new books, stocks of existing books and allotment of books should be noted down separately in relevant register being maintained for the said purpose.
- These registers shall be verified by the Administrative Assistant cum Cashier or other appropriate authority annually.

#### **g. Security of Assets**

- Property and furnishings should be adequately values reassessed annually. Any investments should be recorded in a special book, or on a computer, and adequate control exercised over debenture certificates, passbooks, etc., and also to ensure interest is received regularly. An Asset Register of valuable equipment / furnishings is desirable so that regular verification of assets occurs and is available should a fire or theft cause a loss of assets. A Key Register should record who holds.

#### **h. Registers**

Registers are of fundamental importance to the compilation of statistics needed to monitor short term developments. Registers are maintained for documenting/streamlining the

work we perform. This is a record of past events and incidents:

For easier administration, the following registers are maintained.

- Attendance Register
- Visitor register
- Assets register
- Vehicle log book
- Incoming post Register
- Dispatch Register
- Petition Register
- Stock Register
- Photo state Register

Fixed assets register shall be monitored by the Administration Assistant cum Cashier and reviewed by the Administrative Committee

## **i. Planning & Budgeting**

- The Project Holder along with the Program Manager/Project coordinator/project Manager and staff work out on Action Plan and implementation strategies on the basis of strategy planning.
- Indicators, Impact and outcome of the Action Plan is decided upon.
- A Proposal is prepared based on the need of the situation.
- Proposal is discussed with the Executive Director and budget is prepared accordingly.
- The entire plan draft is shared with the Administrative Committee, CEO and Management Committee for further discussion.

## **2. DESK TOP SECURITY:**

User Desktops are issued to specific individuals for official purposes and authorized activities only. It is the User's responsibility to log off and shut down the system after work. Downloading of songs, video, software, games or viewing images/files not meant for official purposes is prohibited. Users are also prohibited from running any non-standard-software for official purposes. Only software authorized by the Organization is to be used on the Organization computers.

## **3. PROTECTION OF ENVIRONMENT:**

At JMN, we believe that any activity must be carried out without causing any damage to the environment. We pledge to preserve the environment and undertake not to involve ourselves in any activities that may pollute the Air, Earth and other substances.

#### **4. ACT OF INDISCIPLINE OR MISCONDUCT**

Misconduct is a transgression of some established and definite rule which does not leave any discretion of action to the employees. It is an act or a conduct which is prejudicial to the interests of the employer, or which likely to impair the reputation of the employer or create unrest among other employees.

- Habitual late coming
- disobedience
- Refusal to work on a job
- Theft, fraud or dis- honesty in connection with the property of the organization.
- Theft of another employee's property inside the organization
- Absence of duty without leave
- Overstay when on leave without prior authorized person

Entering or leaving or attempting to enter or leave the work premises except through authorized exits.

- Assaulting or abusing or in any way insulting personnel of the organization.
- Insulting & Indiscipline
- Coming to work under the influence of alcoholic drink.
- Fighting or indulging in a riotous, disorderly
- Smoking inside office
- Sleeping while on duty
- Threatening or intimidating any employee inside or outside the organization premises.
- Unlawful interference in the work of other employees.
- Gross negligence of duty.
- Unauthorized communication of official documents or information or the disclosure to any authorized persons including fellow-workers.
- Insolvency
- Acceptance of gifts from subordinate.

#### ***5. USE OF ORGANIZATION PROPERTY:***

PVCHR will provide you with the necessary equipment to do your job. None of this equipment should be used for personal use, nor removed from the physical confines of Organization - unless it is approved and your job specifically requires use of organization equipment outside the physical facility of the Organization.

Computer equipment, including laptops, must not be used for personal purposes. It is forbidden to install any other programs on an organization computer without the written permission of the department head. These forbidden programs include, but are not limited to, games, online services, screen savers, etc. The copying

of programs installed on the organization computers is not allowed unless you are specifically directed to do so in writing by your supervisor.

The telephone lines at the Organization must remain open for official calls.

Employees are requested to discourage any personal calls

***a. USE OF EMAIL:***

While using the official Email ID, the guidelines to be followed are:

- The message should be short and to the point.
- The recipient of the mail/copy should be chosen carefully, keeping the mailing list to the minimum.
- Attaching large files should be avoided. These take up valuable system time and affect the overall capability and speed of the system.
- Angry replies should be avoided.

***b. USE OF SNAIL MAIL:***

Employees are advised to receive personal mail at their residence.



# FINANCE MANUAL

*A Guide to financial policies*

*Chapters:*

1. Introduction
2. Accounting Policies
  - a) Cash Withdrawal
  - b) Cash Maintenance
  - c) Payment Procedures
  - d) Signing of Cheques
  - e) Settlement of Accounts
  - f) Receipts
3. Payroll
  - a) Salary Disbursement
  - b) Personal & Salary Advance
4. Travel
  - a) In Land Travel Policy
  - b) Foreign Travel Policy
  - c) Travel Advance & Settlement
  - d) Policy for Vehicle Usage
    - I. Procedure to Hire Vehicles*
    - II. Vehicles Owned by the Organization*
5. Reporting Procedures
  - a) Reporting to Donors
  - b) Reporting to Board of Trustees & Project core team
  - c) Reports on website

- d) Reporting Details
- 6. Miscellaneous
- 7. Computer Information Systems (CIS)

## **1. Introduction**

This financial manual documents the policies and procedures followed by our organization to record and monitor financial transactions.

Its purpose is to:

- Record all financial transactions
- Monitor and control expenditures
- Satisfy statutory reporting requirements
- Ensure timely and accurate financial and management reporting to donors and grant-makers

## **2. Accounting Policies**

### **a) Cash Withdrawal: -**

- Finance Department shall write a request letter to the Managing Trustee/CEO and only after her approval the accountant/Administrative Assistant cum Cashier shall withdraw funds from the bank by issuing cheques.
- If the cash to be withdrawn is less than Rs. 25,000 a single messenger shall be deputed. If it exceeds Rs. 25,000/- two persons shall be deputed to the bank. Vehicle shall be provided to the messengers. This is entered into a register from 1 April, 2011.
- Cash disbursement at the office shall be from 10:30 am - 11:30 am in the morning and 3:00 pm to 4:00 pm in the evening on all working days.
- The Accounts officer/Finance Director/ finance manager verifies the indents, vouchers and supporting bill and checks the cash balance in the concerned projects, tallies it and

closes the account of the day.

- For program conducted in place other than Varanasi city, if the disbursement of money is more than Rs. 100,000 the financial unit shall ensure that either one of their staff or one of the senior staffs of the organization accompanies the organizers of the program to assist in financial matters.

**b) Cash Maintenance:**

- After cash withdrawal, the amount shall be kept in main cash box and person authorized by CEO owns the responsibility of cash box.
- Administration assistant cum cashier/Account officer shall request for the transfer of cash from Main Cash Box to Petty Cash Box and the same shall be documented.
- Monthly verification of the cash shall be conducted by a member of Management Committee appointed by CEO. The random

- visit and signature of Managing Trustee/CEO is very essential and important.

**c) Payment Procedures:**

- In case of purchase of stock and assets, the payment to the supplier / vendor shall be made by the cheque and cash.
- The Accounts Officer/Finance Manager/Finance Director is required to check the budget, availability of funds in the project and then forward the payment. After the verification/approval of the immediate project/initiative head with mentioning budget head. The signature of the project/program head is not necessary if the signatory is the member of management committee.

**d) Signing of Cheques:**

- All cheques shall be jointly signed by the Managing Trustee (Ms. Shruti Nagvanshi) and Secretary General (Mr. Jai Kumar Mishra).

**e) Settlement of the Accounts:**

- All the staffs & consultants of JMN shall go through the accounting guidelines of JMN very carefully and settle their accounts as per the guidelines.
- The staffs and consultants while settling the accounts should hand over the accounts to the accountant dealing with the concerned project.
- Program staff in the field should hand over the account to unit coordinator who in turn shall check the account while forwarding it to the Accounts Unit.

**f) Receipts:**

- Separate Receipt books are maintained for foreign contributions and local contributions.
- When funds are received from foreign/local donors, the Finance Manager/Finance Director is responsible for maintaining the receipt book, prepare the receipt for the funds received, get the signature of Managing Trustee / Member – office of Secretary General / CEO / Finance Director / Project Head and get the signature of Executive Director or his / her nominee / Trustee / Project Head on the covering letter and send it to the concerned Donor within one week of the receipt of funds after making entries in the dispatch register. The deadline of the project is calculated only from the date of realization of funds in our Bank.
- Receipt of any fund shall be informed immediately by the Finance Manager/Finance Director to the Managing Trustee, CEO, Project in charge and office of Secretary General.

### **3. Payroll**

#### a) **Salary/Consultancy Disbursement**

- Salary/Consultancy disbursement for the month shall be done on last week i.e., 27<sup>th</sup> -30<sup>th</sup> of the month provided, the required funds have been transferred to our organization by the funding entity / organization / agency.
- The date of the salary/Consultancy disbursement is uncertain if the transfer of funds is delayed due to any reason.
- Salary /Consultancy shall be paid through A/c payee

cheque or draft. In any case, the cash payment of salary (**Very rarest case**) shall be approved by the CEO or Secretary General and the same should be informed to the accountant in the last week of the month for which salary has to be paid.

- Every coordinator/activists/teachers/community fellow should submit their monthly progress on 3<sup>rd</sup> of each month to project in charge. Finance Manager shall give notification on the disbursement of salary. Next month salary will be released after approval of the immediate head.

b) **Personal & Salary Advance**

- Any two senior member of Management Committee/Managing Trustee/CEO/Secretary General shall decide upon personal and salary advance.
- The recovery of the advance shall be decided by the CEO/ Finance Manager/Finance Director according to the policies of the organization.

c) **General Guidelines**

- The cash bills should indicate the name and address of the supplier, the dates and the description of material, quantity, rate, amount and total cash of bill.
- Any expense without an invoice shall not be entertained.
- For credit, receipt or photocopy of the cheque or proof of transfer at bank details might be attached with the sign of the vendor.

## **5.Travel**

Original Bus/Train/Flight ticket should be produced with details (from-to, date of travel, time, amount etc.). All the original flight tickets should be substantiated by the boarding pass.

### **Mode of Travel:**

1. Governing Board, Member – office of Secretary General, CEO, Trustee and Senior member of Management Flight, 2 A.C
2. Middle member of Management – 2 A.C & 3 A.C
3. Junior member of Management and staff: 3 A.C and Sleeper

This mode of travel and peridium is applicable according to the project

#### **a) In-Land Travel Policy**

- Staff shall travel only for clear stated program purposes which are necessary for conducting an activity.
- No Travel shall be undertaken without any provision
- The principal of minimum cost and optimum efficiency should be followed.
- Public transport shall be the preferred mode of travel.
- Vehicle for pickup and drop at the airport /railway station on the arrival and departure would be arranged by the organization on information from concerned staff.
- Any other local travel expense with regards to the program can be claimed from the organization after submission of bills to the authorized department.
- Extra baggage charges can be claimed only when carrying official materials in excess and specifically approved by the CEO/ Secretary General.



**b) Foreign Travel Policy**

- Advance request should be made in case of foreign currency requirements for the travel.
- Foreign travel request application shall be submitted by the staff member to the CEO and after his approval tickets shall be purchased.

**c) Travel Advance & Settlement:**

- Travel advance is given after the approval of Secretary General/CEO /Project - Program Head on the application.

- All expenses incurred during travel shall be supported by original tickets, bills and invoices as the case may be. No photocopies shall be accepted for reimbursement.
- Official postage/telegram/telex and trunk call charges incurred on account of the organization shall be reimbursed on production of proper receipts.
- Telephone calls made to residence while on outstation duties shall not be charged to JMN.
- Accounts of the travel must be settled completely within five days from the date of return. Kindly ensure that you hand over the remaining foreign currencies immediately on return to avoid issues related to currency fluctuations.
- Account shall be settled along with a tour report.

**d) Policy for Vehicle Usage:**

***I. Procedure for Hiring Vehicles:***

- In case of any vehicle requirements, the staff member is required to inform to senior members of management/CEO/Secretary General/Managing Trustee who in turn shall proceed with Hiring of Vehicle. Staff members are not permitted to directly hire any vehicle.
- Reimbursement for personal vehicle 1). Two-wheeler at the rate of 4 Rupees per KM 2). Four-wheeler at the rate of 15 Rupees per KM.

***II. Vehicles Owned by the Organization:***

- Drivers of office vehicle shall keep a trip sheet in the vehicle at all times and shall get the signature of staff/guest travelling before they disembark.

- A log book shall be maintained for both two wheelers and four wheelers wherein all particulars like starting km, closing km, time of arrival, time of departure, name of person, purpose, destination etc. have to be included. It should be checked daily by the office staff and counter checked by the finance/administrative co-ordinator/Account Officer at periodical level.
- Insurance premiums of the vehicle should be promptly paid and the same shall be monitored by the Accounts Department.

## **6. Monitoring Procedures**

- Finance Manager/Director shall monitor the accounting process carried out by the accountant.
- CEO/Managing Trustee/Member of Management Committee shall randomly monitor Finance Manager/Director.

- Financial activities must be followed as planned in the Financial Reporting calendar.
- Project wise, project core team shall monitor the receipts and the payments.
- **For the transparency and accountability towards the public, Social Audit shall be conducted annually or maximum once in three years.**
- Our organization has the policy of sharing the expenses with beneficiary and involves them into discussion for the validation process.
- **Yearly Project/management wise monitor by a team formed by CEO the 2/3 person are coming from non – management team**

### **Auditing:**

External auditors must be contracted, who may be either the competent national audit authority of the India, a certified public accountant or a combination. The accounts shall be audited annually in accordance with either International Standards of Auditing (ISA) or audit standards issued by International Organization of Supreme Audit Institutions (INTOSAI) <sup>11</sup>.

The annual audit shall include – but not be limited to – inspection of accounting records including examination of supporting documentation of the transactions, confirmation of cash and bank holdings, checking of bank reconciliation, direct confirmation of accounts receivables, and verification of physical inventories and fixed assets. The audit shall include a test of compliance with the accounting

manual, and an audit of the procurement function. Value for money audits could be included.

### **Procurement:**

- Purchasing above 100000 Rupees required three quotations and below that will be based on market survey. All the items will be purchased after approval of CEO or committee of purchase committee appointment by CEO.
- In the year end evaluation report of the procurement should be prepared.

## **7. Reporting Procedures**

### **a) Reporting to Donors**

- All financial statements to the Donors are prepared according to the financial year as mentioned in their signed contract (either it is April 1<sup>st</sup> to March 31<sup>st</sup> or January 1<sup>st</sup> to December 31<sup>st</sup>).
- In all kinds of reports, be it financial or narrative, the Project Number, the Project Title and the Project Period should be clearly mentioned.

- Financial & Narrative Reports are prepared and submitted to the Donors on a quarterly, half yearly and on an annual basis based on the requirements from the Donors.
- At the end of the project period, a consolidated final financial and narrative report is prepared and sent to the Donors.
- All financial and narrative reports are prepared in the prescribed format mentioned by the Donors in the contracts.
- Along with the reports prepared in the formats given by the Donors, a variance statement is also sent to them and in some cases (explained) the reasons for the variance under certain budget heads which have exceeded from the original allotted amount in the budget.
- At times of visit by any Donor to JMN Office, all particulars requested by them during their visit should be provided.

**b) Reporting to Board of Trustees & Governing Board**

- All financial particulars shall be provided to the Board of Trustees in all Trustee Meetings which are held once in a year and with the Governing Board twice in a year.
- These particulars shall be sent to them well ahead of the Trustee meeting & Governing Board – before 10 days.
- Particulars like project wise receipts and payments shall be provided in the meetings and the details shall be for the period starting from the previous meeting to the current meeting of Governing Board.
- All matters related to Finance Management shall also be

placed for discussion in the Trustees meetings and Governing Board meetings.

### **c) Reports on website**

All financial Statements of Jan Mitra Nyas are updated in Blogspot [www.jmntrust.blogspot.com](http://www.jmntrust.blogspot.com) or website <https://janmitranyas.in/report.html> once the Annual Audit is over, also all quarterly return of FCRA fund received and annual FCRA return.

### **d) Reporting Details**

- A. Monthly Trial Balance Sheet
- B. Monthly Bank Reconciliation
- C. Audit for our book
- D. F.C 3 Return –
- E. Returns - Jan Mitra Nyas
- F. Account team under the leadership of Finance Manager/Director shall share the trail Balance Sheet in quarterly Project Core –team & Management committee in meetings. Based on it, the project in charge is required to prepare a plan, which shall be approved by the Project Holder, Project Core –team member or CEO.
- G. Trial Balance Sheet shall be shared in Board meetings/ management meeting of seniors' members.
- H. The audited FC-3 Return, Income Tax Return and yearly balance sheet shall be sent to the funding organization.
- I. Finance team under the leadership of Finance Manager/Director is required to prepare yearly work plan according to the agreement of the funding organization and

present the plan in project core team meetings.

## **8. Miscellaneous**

- Program advance shall be given after approval of Program In charge/CEO/ Secretary General to the Finance Manager/Director as head of Finance Department.
- The Program Advance should be settled within minimum 5 days and maximum 15 days of completion of the program.
- Program expenses can be claimed after seven working days of completion of the program by producing attested invoice by the concerned person/authority to the accountant.
- Expenses of CEO and Managing trustee should be approved by Secretary General.

## **9. Computer Information System**

- Tally is installed in the two computers in the Accounts unit 1). FCRA 2). National. Each system has its own secret password. The Password for the Data Entry of the FCRA fund will be with Finance Manager/Director and its password for alteration will be with CEO or senior member appointed aby CEO and for the National Fund will be with Account officer and password for alteration with the Finance Manager/Director.
- The quarterly financial report in form of print out should be documented with the signature of appropriate authority.



## **E. PERFORMANCE APPRAISAL TOOLS**

Performance Appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various aspects such as promotion and merit increases. Performance measures also link information and gathering and decision-making processes which provide a basis for judging and effectiveness of personal sub -division such as recruiting, selection, training and compensation. Accurate information plays a vital role in the organization as a whole.

JMN required two layers of performance appraisal **1. Director and Management's performance evaluation form** **2. Administrative/technical appraisal for the Paid staffs.** The employees are formally evaluated once a year. New employees are rated more frequently than the older ones.

**The seven areas for assessing performance** are:

1. **Quality:** the degree to which the process or result of carrying out an activity approaches perfection.
2. **Quantity:** the amount produces and expresses in monetary terms, number of units, or number of completed activity cycle.
3. **Timeliness:** the degree to which an activity or a result produced.
4. **Cost effectiveness:** the degree to which the use of the organizations' resources is maximized in the sense of getting the highest gain.
5. **Need for supervision:** the degree to which a job

performer can carry out a job function without supervisory assistance.

6. **Interpersonal impact:** the degree to which a performer promotes feeling of self-esteem, goodwill and co-operation among co-worker and sub-ordinate.

7. **Training:** need for training for improving his skills knowledge.

The above criteria relate to the past performance and behavior of an employee and also assessing the potential of an employee for future performance, particularly when the employee is tipped for assuming greater responsibilities.

## **1. DIRECTOR AND MANAGEMENT'S PERFORMANCE EVALUATION FORM**

### **A. PERFORMANCE DEFINITIONS**

**OUTSTANDING** - Performance at this level is clearly unique and far in excess of established expectations. The CEO consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The CEO exhibits leadership among peers in all dimensions of the field of work performed.

**SIGNIFICANTLY EXCEEDS EXPECTATIONS** - Performance at this level often exceeds established expectations and standards for work quality, quantity and timeliness. The CEO exhibits mastery of most dimensions of the field of work performed.

**FULLY CAPABLE** - Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timeliness. The ED competently achieves the requirements of the position.

**NEEDS IMPROVEMENT** - Performance at this level is minimally

capable and below the level expected of an ED. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness. The CEO performing at this level may be denied continuation of the performance of function or given additional time in order to demonstrate fully capable performance.

**UNSATISFACTORY** - Performance at this level is unacceptable. The CEO often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance. The CEO performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time to be defined by the Board.

## **B. PERFORMANCE FACTORS**

### **1. ADMINISTRATION**

**1a. PLANNING:** Develops short- and long-range plans and goals to meet the organization's objectives consistent with established priorities; sets appropriate priorities of needs and resulting services to be provided anticipates and prepares for future requirements and devises contingencies devises realistic plans.

**1b. BUDGETING AND ECONOMIC MANAGEMENT:** Prepares an appropriate budget and subsequently adheres to it; utilizes finances, budgets, facilities equipment, materials and other resources to minimize costs; actively practices cost containment.

1c. **ORGANIZATION OF WORK:** Structures work in order to avoid crisis promotes productivity, attains cost effectiveness, and delivers work on time Involved in this process are the tasks of allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

1d. **COMPLIANCE:** Complies with established policies, procedures and directives; conducts organizational functions in accordance with applicable laws, statutes, and regulations.

1e. **PROBLEM SOLVING AND DECISION-MAKING:** Identifies problem and acts to rectify them by employing analytical thinking and sound judgment.

1f. **EVALUATION AND CONTROL:** Practices regular and systematic review o organizational operations to evaluate progress towards established goals evaluates strategies employed in seeking those goals; implements remedial measures when necessary.

1g. **RISK (LIABILITY) MANAGEMENT:** Ensures that liability risk exposures are identified and treated when proposing new programs and services evaluates and monitors established programs and services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favorable loss experience; manages employee safety program, including appropriate training and corrective action when necessary.

## **2. INTERPERSONAL**

**2a. ORAL COMMUNICATION:** Effectively communicates orally with individuals and groups, including public presentations; presents ideas in an organized, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

**2b. WRITTEN COMMUNICATION:** Prepares organized, clear, concise accurate and informative letters, memos, reports and other documents which effectively fulfill content and timeliness requirements.

**2c. COORDINATION/COLLABORATION:** Works well with others at various levels; keeps information flowing to the appropriate parties vertically (down as well as up) and horizontally; facilitates communication and problems solving among parties when necessary.

**2d. SUPERVISORY CONTROL:** Effectively hires, assigns, directs, controls evaluate performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with

employment law guidelines and mandates.

2e. **LEADERSHIP:** Promotes cooperation and team work among employees establishes high standards of conduct and job performance for subordinates maintains open communication channels; delegates work; leads by example.

2f. **STAFF APPRAISAL AND DEVELOPMENT:** Provides good record of subordinate performance; reviews appraisal information with subordinate's aides subordinates in improving performance on current job; helps subordinates in setting up and implementing development plans and objectives; cross-trains employees; encourages subordinates to participate in training.

### **3. PERSONAL QUALITIES**

3a. **EFFORT AND INITIATIVE:** Requires little work direction; exhibits persistence and initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of organizational functions.

3b. **PROFESSIONAL/TECHNICAL COMPETENCE:** Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the functions of the organization; acts as a resource person upon whom others can draw professional demeanor maintained on a consistent basis.

3c. **INNOVATION:** Displays original and novel thought in creative efforts to improve on the status quo.

3d. **OBJECTIVITY:** Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties, biases, etc., does not influence organizational decisions; personnel decisions made on the basis of equal opportunity and objective job-related criteria.

3e. **CREDIBILITY:** Through successful performance, instills the feeling of trust and dependability.

3f. **FLEXIBILITY:** Adapts well to change, both internally and externally.

#### **4. LEADERSHIP**

4a. **COACHING:** Communicates a positive attitude; serves as a catalyst for action and encourages employees to try new things and to take calculated risks; provides honest feedback; minimizes tension and defensiveness creates an environment for success; teaches and guides employees rather than controls.

4b. **EMPOWERING:** Creates an awareness in others of their powers and self-worth; involves others and shares powers in planning and decision-making fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

4c. **MODELING:** Believes in service commitment; treats all with respect and dignity and creates an atmosphere of mutual respect

and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at a problem as opportunities; uses powers in a positive way; keeps one's work accepts responsibility for mistakes; insists on excellence (not perfection) communicates and reinforces by what they do - not what they say; adapts to changes as conditions and situations warrant.

4d. **TEAM BUILDING:** Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognizes and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, which is inevitable.

4e. **VISIONING:** Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

4f. **SELF-DEVELOPMENT:** Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement manages personal stress in positive ways.

**Rank the director and other management people on the performance factors using the performance definitions (5 = outstanding, 4 = significantly exceeds expectations, 3 = fully capable, 2 = needs improvement, 1 = unsatisfactory)**



## 1. ADMINISTRATION

Performance Factor	Performance (From 5 to 1)	Comments
Planning		
Budgeting and Economic Management		
Organization of Work		
Compliance		
Problem Solving and Decision Making		
Evaluation and Control		
Risk (Liability) Management		

## 2. INTERPERSONAL

Performance Factor	Performance (From 5 to 1)	Comments
Oral Communication		
Written Communication		
Coordination/Collaborati on		
Supervisory Control		
Leadership		
Staff Appraisal and		

Development		
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### 3. PERSONAL QUALITIES

Performance Factor	Performance (From 5 to 1)	Comments
Effort and Initiative		
Professional and Technical Competence		
Innovation		
Objectivity		
Credibility		
Flexibility		

#### 4. LEADERSHIP

Performance Factor	Performance (From 5 to 1)	Comments
Coaching		
Empowering		
Modelling		
Team Building		
Visioning		
Self-development		

OVERALL EVALUATION (Please check one.)

Outstanding

Significantly exceeds expectations

Fully capable

Needs improvement

Unsatisfactory

#### **Narrative:**

What were the director's and other management people's performance highlights in the past six months? Kindly give

your honest to goodness assessment of the director and other management people considering your direct experience with him/her.

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What could have been most improved regarding the director's and other management people's performance in the past six months?

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What should be the director's and other management people's performance objectives for the next six months to a year?

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Evaluator's Signature \_\_\_\_\_

Date \_\_\_\_\_

## 2. **PAID STAFF**

Project:	Donor:	Location/base d at: Varanasi
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Name:	Position:	Ref: Nil
Year or period covered:	Time in present position:	length of service:
appraisal date & time:	appraisal venue:	Appraiser
A1 State your understanding the main duties and responsibilities		
Designate duties and responsibility		Understanding
A2 Discussion points		
1. Has the past year been good/bad/satisfactory or otherwise for you, and why?		
2. What do you consider to be your most important achievements of the past quarter		
3. What elements of your job do you find most difficult or interested?		
4. What do you like and dislike about working for this organization?		
5. What kind of work or job would you like to be doing in one/two/five years' time?		

A3. List the objectives that the appraisee set out to achieve in the past three months of the as the extension of the pilot phase III these objectives will be measures or standards agreed - against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent).

Objective	measure/standard	comment

A4. Score the capability or knowledge in the following areas in terms of the current role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent).

1. Immediate judgment		others (for current or new role): 18. corporate
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		responsibility and ethics
2. Technical knowledge		
3. Time management		
4. Planning and budgeting		
5. Reporting and administration		
6. communication skills		
7. delegation skills		
8. Immediate action		



9. Meeting deadlines/commitments		
10. Creativity		
11. Problem-solving and decision-making		
12. team-working and developing others		
13. energy, determination and work-rate		
14. steadiness underpressure		
15. leadership and		

integrity		
16. adaptability, flexibility, and mobility		
17. personal appearance and image		

Discuss and agree (as far as is possible, availability and authorization considerations) the training and development support to be given to help the appraisee meet the agreed objectives above.

C.1 Other issues (to be covered separately outside of this appraisal  
-continue on a separate sheet if necessary):

Signed and dated appraisee:

and by appraiser:

Grade/recommendation/summary as applicable

## **Gender Policy**

JanMitra Nyas (JMN) as an organization has always been sensitive to the issues of gender. As a long-term commitment towards this objective, it has been decided by the Board of Trustee to have a formally written and approved Gender Policy that would ensure the rights and safety of women employed by the organization.

This formal Gender Policy will give a fillip to that effort by ensuring a proper gender sensitive working culture at the organization level. JMN has been striving to promote gender equality in its projects and programs. Thus, both work place in its various offices and the work area including field in its intervention map come within the ambit of the policy.

### **Objectives of the Gender Policy:**

- To promote equal opportunities for male and female staff and create a gender sensitive working environment at the workplace.
- To promote and ensure gender equity and equality (in terms of rights and access to resources, responses and services) in strategies, projects and programs to reflect the efforts and aspirations of the poor and disadvantaged target communities in JMN's intervention areas who are the ultimate beneficiaries and owners of local development processes.
- To act as an effective deterrent against gender discrimination and harassment both in workplace and in programmed intervention areas.

### **Elements of JMN Gender Policy:**

The word "gender" refers to the socially determined ideas and practices of what it is to be female or male. Whereas the term "gender analysis" is the

systematic gathering and examination of information on gender differences and social relations in order to identify, understand and redress inequities based on gender. Again, "gender discrimination" is the systematic, unfavorable treatment of individuals on the basis of their gender, which denies those rights, opportunities or resources.

JMN tried to understand the above terms with respect to its stand as an organization working in the field of development and which understands the need to incorporate all the above into a policy that would identify what it takes to create gender sensitive staff who would in turn apply their learning to the communities it serves. In order to achieve that goal two other terms needed to be defined and differentiated. They were "gender equality" and "gender equity".

Gender equality denotes women having the same opportunities in life as men, including the ability to participate in the public sphere. Gender equity denotes the equivalence in life outcomes for women and men, recognizing their different needs and interests, and requiring a redistribution of power and resources. Both are indispensable and need to be incorporated into the Gender Policy of an organization like JMN which recognizes that women's rights are human rights and that women experience injustices solely because of their gender.

There are two aspects of women's empowerment in an organization and in the society it serves. The first is about redressing traditional gender power relations that, consciously or subconsciously, looks upon women as inferior and thus subsumes or categorizes their needs and aspirations to be secondary. The second is about building the capacity of the staff or community members to

challenge this unequal relation. JMN recognizes the fact that both have to be taken care of if the organization decides to mainstream gender into its plans, policies, and strategies so as to effectively impact its working atmosphere, projects and programs.

The policy would also try to eliminate harassment on the basis of gender which is any act or threat by men or male-dominated institutions that inflicts physical, sexual, or psychological harm on a woman or girl because of their gender.

**Thus the basic elements of JMN's gender policy will be, in the immediate term;**

1. To promote equity and equality between men and women,
2. To create a gender sensitive and conducive working environment
3. To eliminate harassment and discrimination on the basis of gender, and
4. To ensure fairness and equity as a right for all in the outcomes of development, through processes of social transformation.

With this JMN hopes to create, attract and retain gender sensitive staff who in turn would help achieve better man-woman relationships in the communities it serves so as to strengthen natural resources management practices, to secure livelihood of deprived communities, achieve a better pattern of use, knowledge and skills regarding conservation and sustainable use of natural resources and equip them in gender sensitive responses to crises that arise in the wake of natural disasters that these communities are prone to in their habitats. It is hoped that when both the wings of society are assured of their rights, there will be better participation leading to improved outcomes.

JMN is committed to make this Gender Policy an integral part of all organisational policies, programmes and projects and would involve building

a culture that understands and respects gender related concerns.

To achieve this, the organisation aims to take the following immediate steps;

### **A) Improving Staff Composition/Representation**

- Giving top priority to recruiting and retaining adequate women staff at all levels to ensure gender balance in staffing pattern.
- Ensuring equal opportunities among staff, irrespective of gender, in working conditions, for personal growth, in promotion benefits, and training.
- Ensuring equitable representation and participation of men and women in the Executive Board, Senior Management Team, and various functional committees of the organization.

### **B) Capacity Building of Staff on Gender Issues**

- Facilitating staff capacity building processes and trainings to enhance perspectives and conceptual clarity on gender issues
- Ensuring that all trainings (internal and external) facilitated by the organization are gender sensitive.
- Conducting gender trainings for both men and women; and ensuring participation of women in all the field level meetings and trainings.

### **C) Building a Gender Sensitive Workplace**

- Providing a safe and secure workplace for women staff, free from sexual harassment/discrimination with a Gender Complaints Committee in existence to deter and prevent harassment through dissemination of information/rules and also for investigating into

cases of sexual harassment/discrimination when they are reported and ensuring justice.

- Extending work related concessions and relaxations for women staff depending upon the situations and requirements; e.g. providing secure transport facilities when they work late hours; ensuring security measures along with minimum basic facilities for women staff while traveling in the field, flexible working hours for women staff and provisions for working from home under special circumstances.
- Overall, appropriate work conditions should be provided in respect of work, leisure, health and hygiene to further ensure that there is no hostile environment towards women at workplaces and no woman employee should have reasonable grounds to believe that she is disadvantaged in connection with her employment.

#### **D) Provisions for Maternity/Paternity Leave Benefits**

- A woman employee after confirmation shall be entitled to three months of Maternity Leave on full pay.
- In case of miscarriage / abortion, confirmed women staff on rolls can avail one week of Maternity Leave with full pay.
- Male employees, confirmed in service, when their spouses have children, shall be entitled for seven days of leave either before or after childbirth.
- Maternity/Paternity leave can be availed for only up to two live children.



## **E) Organisational Policies and Systems to Reflect Gender Needs.**

- Making all HR systems and policies gender-sensitive and responsive, and integrating gender indicators into staff performance appraisal systems.
- Incorporating and explicitly mentioning gender sensitivity as an essential element in the tasks/job profiles in all terms of reference, including TORs for external consultants.
- Ensuring that the conceptual clarity and sensitivity on gender issues will be one of the important selection criteria in recruitment processes and capacity building efforts of staff.
- In all programs gender segregated data will be ensured.

## **F) Ensuring Women Participation/Empowerment in Intervention Areas.**

- Strategic orientation to staff in the field-based programs and advocacy initiatives towards increasing women's access, control and ownership over the natural resources, processes and organizations.
- In case benefits accrue to women in various plans and policies of the Government, care should be taken by the staff to ensure that these benefits actually pass on to the eligible women and are not usurped by other male members of the family or outsiders who seek to benefit from such plans and policies by utilising the women.
- Efforts should be made to integrate gender concerns into the

scaling up of and mainstreaming developmental programs.

- Empowering women members of communities by informing them about their rights, the laws of the land, and ensuring capacity building through trainings to inculcate leadership qualities in them so as to be assertive in governance issues and thus ensure gender balance in community/village representation in the governance mechanism.
- Furthering deliberate and intense efforts to promote participation of women and their collectives in various aspects of Natural Resource Management (NRM), livelihood opportunities and ensuring women's representation/leadership in community-based organizations created to enhance community rights over resources, ensure sustainable use of resources, and provide livelihood/ income earning opportunities for its members.
- Ensuring equal wages for equal work for both men and women and also ensuring gender friendly facilities in their workplace, like creche, provision for women supervisors, separate rest areas and toilets, so that women members may participate and perform in work areas without feeling disadvantaged or insecure in any manner.
- Making special efforts to constantly identify vulnerable women/women headed families and provide them the necessary support and guidance to voice their needs and assert their rights over and access to resources, responses and services.
- Building awareness and sensitivity within the men in the target

communities and mobilizing their support towards gender balance in all walks of life.

The above is a policy statement, which outlines JMN's sensitivity towards gender and its operational framework to address the related concerns. The exact operational procedures would have to be worked out in detail for all the above outlined statements in a consultative process; internally involving all the staff with possible external facilitation support. An indicator to the process which may be adopted is given below.

**Operational strategy:**

- Open discussion on issues of gender among Executive Board members, amongst the staff members especially during monthly/annual meetings or arranging for special meetings involving external facilitators, if necessary.
- Organisation of regular training programs, orientations on gender issues and integration of issues of gender in existing programs. Steps should be taken to integrate gender component in new proposals and budgets drafted by organisation.
- Developing a gender sensitisation manual to be distributed among staff, and displaying relevant IEC material on gender sensitisation and policies/rules, do's and dont's, at the workplace and in the intervention areas.
- Forming a clear-cut strategy to foster women leadership at all levels including at the community level.

The organization already has an Internal Complain Committee (ICC) to address

issues under **THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013**. The purpose of this committee is to provide protection against sexual harassment of women at workplace and for the prevention and redressal of complaints of sexual harassment and for matters connected therewith or incidental thereto.

The following committee members are appointed under section 4 of this Act:

**Presiding officer:** Muniza Rafiq Khan

**Coordinator:** Shirin Shabana Khan

**Vice – President:** Shruti Nagvanshi

**Member:** Adv. Tanweer Ahmad Siddqui

## **Children Protection Policy, Jan Mitra Nyas/PVCHR India**

**Approved by:** Jan Mitra Nyas board members

**Language:** English

**Applicable to:** Entire working area of PVCHR, volunteer and members of PVCHR

**Contact:** Ms. Shruti Nagvanshi, Managing Trustee and prime mover of Child Rights centric model village

### **Introduction:**

India is home to one of the largest child populations in the world. The Constitutions of India guarantees Fundamental Rights to all children in the country and empowers the state to make special provision for children. The Directive Principal of State Policy specifically guide the state in securing the tender age of children from abuse and ensuring that children are given

opportunities and facilities to develop in a healthy manner in conditions of freedom and dignity. The state is responsible for ensuring that children are protected from exploitation and moral and material abandonment. India ratified UN Child right Convention.

In India, childhood has been defined in the context of legal and constitutional provisioning, mainly for aberrations of childhood. It is thus a variable concept to suit the purpose and rationale of childhood in differing circumstances. Essentially, they differ in defining the upper age-limit of childhood.

### **Definitions under Child Protection Policy**

1. **A child** is defined as any person under the age of 18 years
2. **Child abuse** is defined as all forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child and includes any action that result in actual or potential harm to a child.
3. **Child Protection**, within the scope of this policy in spirit of UNCRC, is defined as the responsibilities, measures and activities that Jan Mitra Nyas undertakes to safeguard children from both intentional and unintentional harm.

### **Constitutional provisions for children in India**

Several provisions in the Constitution of India impose on the State the primary responsibility of ensuring that all the needs of children are met and that their basic human rights are fully protected. Children enjoy equal rights as adults as

per Article 14 of the Constitution. Article

15(3) empowers the State to make special provisions for children. Article 21 A of the Constitution of India directs the State to provide free and compulsory education to all children within the ages of 6 and 14 in such manner as the State may by law determine. Article 23 prohibits trafficking of Human beings and forced labour. Article 24 on prohibition of the employment of children in factories etc, explicitly prevents children below the age of 14 years from being employed to work in any factory, mine or any other hazardous form of employment. Article 39(f) directs the State to ensure that children are given equal opportunities and facilities to develop in a healthy manner and in conditions of freedom and dignity and guaranteed protection of childhood and youth against moral and material abandonment. Article 45 of the Constitution specifies that the State shall endeavour to provide early childhood care and education for all children until they complete the age of 6 years. Article 51A clause (k) lays down a duty that parents or guardians provide opportunities for education to their child/ward between the age of 6 and 14 years. Article 243 G read with schedule-11 provides for institutionalizing child care to raise the level of nutrition and the standard of living, as well as to improve public health and monitor the development and well-being of children in the Country.

### ***Important Union laws Guaranteeing Rights and Entitlement to Children***

- 1) The Guardian and Wards Act, 1890
- 2) The Reformatory Schools Act, 1897
- 3) The prohibition of Child Marriage Act, 2006

- 4) The Apprentices Act, 1961
- 5) The Children (Pledging of Labour) Act, 1933.
- 6) The Hindu Minority and Guardianship Act, 1956
- 7) The Hindu Adoption and Maintenance Act, 1956
- 8) The Immoral Traffic Prevention Act, 1956
- 9) The Women's and Children's Institutions (Licensing) Act, 1956
- 10) The Young Person's Harmful Publications Act, 1956
- 11) The Probation of Offenders Act, 1958
- 12) Orphanages and Other Charitable Homes (Supervision and Control) Act, 1960
- 13) The Child Labour (Prohibition and Regulation) Act, 1986
- 14) The Juvenile Justice (Care and Protection of Children) Act, 2000, repealed the Juvenile
- 15) Justice Act 1986. The 2000 act also has been amended in 2006 and 2010.
- 16) The Infant Milk Substitutes, Feeding bottles and Infant Foods (Regulation of Production,
- 17) Supply Distribution) Act, 1992 and its amendment of 2003
- 18) The Pre- conception & Pre-natal Diagnostic Technique (Regulation, Prevention and 19) Misuse) Act, 1994 and its amendment of 2002.
- 20) The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full 21) Participation) Act, 1995
- 22) The factories Act 1948
- 23) The Commissions for Protection of Child Rights Act, 2005



The Commissions for the Protection of Child Rights Act, 2005 provides for the Constitution of a National and State Commissions for protection of Child Rights in every State and Union Territory. The functions and powers of the National and State Commissions will be to:

- Examine and review the legal safeguards provided by or under any law for the protection of child rights and recommend measures for their effective implementation;
- Inquire into violations of child rights and recommend initiation of proceedings where necessary;
- Spread awareness about child rights among various sections of society;
- Help in establishment of Children's Courts for speedy trial of offences against children or of violation of Child Rights.

### **National Policies and Programs for Children**

Further, the Nation is implementing a number of Child centric policies addressing the issues of Child Survival, Child Development and Child Protection. The important among them are,

1. National Policy for Children 1974
2. National Policy on Education, 1986
3. National Policy on child Labour, 1987
4. National Nutrition policy, 1993
5. National Population Policy 2000:
6. National Health Policy 2002
7. National Charter for children (NCC), 2003
8. National Plan of Action for Children (NPA), 2005

The various Schemes / Programs are implemented by different Central Ministries, following the guidance of the national policies. They are aiming to tackle the issues relating to the overall welfare of children work independently as well as hand in hand. The State/ UT Governments also execute numerous programs from time to time for improving the lot of children.

**Vision and Mission of Jan Mitra Nyas: Need to be filled:**

**Reaffirming:**

1. Every child is unique
2. How to grow without perspective? So PVCHR is providing space for free thinking to inculcate the value of freedom, Human Dignity and non-violence.

**Key priorities of Jan Mitra Nyas for protection of children:**

Survival, health, nutrition, development, education, protection and participation are the undeniable rights of every child.

## **Scope of the Child Protection Policy:**

The child protection policy applies to everyone working for or associated with Jan Mitra Nyas:

1. Staff at all levels: in office, in field or elsewhere.
2. Jan Mitra Nyas Associates: These included board member, volunteer, community leaders, network organization, members and partners organization who have been brought into contact with children or are party to JMN child sensitive data while working for or with JMN
3. Visitor: Donor organization, interns and research associates.

**JMN categories the implementation child protection policy at varying level through** Awareness Raising, Program Planning, Personnel – Screening and Recruiting, Behavior Protocols and code of conduct, Allegation / Incident Management Plan, Protection of Sponsored children, advocacy on child protection and child Rights, Communications about children and Photographs, General Confidentiality of child information, Partner Organizations – Agreements and Contractor and Vendor’s agreement

## **Responsibilities under Child Protection Policy:**

### **JMN staff, associates and visitor must:**

1. Never abuse and exploit or act/ behave in any way that places a child at risk of harm.
2. Personnel including staff, volunteers, interns and consultants will establish an atmosphere conducive for the development of children through their word, deed and demeanor. This includes listening to children and showing respect to them. Promote regular awareness on the Rights of the Child (UNCRC), including their right to protection,

members.

3. Personnel including staff, volunteer, interns and consultants will not allow project children to visit their homes under any pretext without the prior knowledge and agreement of their superiors.
4. Project children are not permitted to stay overnight in the home of JMN personnel at any time.
5. Staff will not employ children as domestic workers in their homes.
6. Respond to a child who may have been abused or exploited in accordance with applicable procedure.
7. Inform to the committee formed under Prohibition of sexual harassment at the workplace if child is abused with the staff, volunteer and associates.

8. JMN personal will contribute to an environment where children are respected and encouraged to discuss their concern.
9. Always ask the permission before taking the photographs of the children.
10. JMN staff will not disclose any information in the public fora which disclose the identities of abuse child.

We, belief each staff of the Jan Mitra Nyas will follow and implement the child protection policy to fulfil the vision and mission of Jan Mitra Nyas. This policy is applicable to each staff after signing the agreement. Breaching of the trust will take disciplinary action.

Signed by:

A handwritten signature in black ink, appearing to be 'A. Mitra', with a horizontal line extending to the right.

**CEO, JMN/ Convenor, PVCHR**

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