



TEAM MANUAL

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CENTRE FOR WORLD SOLIDARITY

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CHAPTER 1: VISION AND MISSION

1.1. INTRODUCTION

Centre for World Solidarity (CWS) emerged from 'United Action Service for World Solidarity' (ASW), a Berlin based charitable organization. Its India Office, initiated in 1957, was located in Gandhigram, Tamil Nadu. In 1982, the ASW India Office was shifted to Secunderabad, undivided Andhra Pradesh. In 1992, through consultation and concurrence of ASW Berlin, the ASW India team and Indian partners, ASW India was transformed into an independent Indian entity as **Centre for World Solidarity** (CWS), a registered Trust in Secunderabad, united Andhra Pradesh. The Trust Deed of CWS stipulates that the membership of the Board should consist of only resident Indians, a majority always being women.

CWS supports to partners with grassroots NGOs, Networks and Fellows in different kinds of outreach work that fit into its programmatic focus. CWS strives to capacitate and support its partners in their development work through a transparent and accountable methodology that always keeps at centre stage the aspirations of marginalized people in India.

1.2. VISION OF CWS

The VISION of CWS is the emergence of an equitable society of small communities where all those deprived of basic human rights, especially women, Dalits, Adivasis and minorities, live with dignity; a society that is vibrant with the consciousness of both rights and duties, free from violence and committed to eco-friendly development.

1.3. MISSION OF CWS

The MISSION of CWS is to promote a rights-based, gendered and eco-sustainable approach that will advance people-centred governance, livelihoods and management of natural resources. This will be achieved through partnering, nurturing and collaborating with Voluntary Organisations and other stakeholders at all levels.

1.4. VALUES OF CWS

In order to translate the vision and mission into practice, both the organisation and the CWS team members sincerely and strictly adhere to the values enunciated by the organisation. These values are non-negotiable ideals of CWS, and along with the organisation, all team members are required to make efforts to adopt and practise them, both at the personal and in the public spheres. CWS is an organisation that first and foremost promotes human dignity with a special focus on the following values.



- **Equity**: CWS reaffirms its commitment to work towards justice in every aspect of functioning. CWS works towards fostering an environment where there is no practice of exclusion or discrimination on the basis of religion, culture, caste, creed, sex, race and/or class. In the area of gender in particular, CWS will constantly strive to foster a just relationship between men and women, while simultaneously recognising that women in all situations will often require affirmative action and situational considerations, both in the personal and public sphere. Consequently, the organisation is strongly committed to ensuring that all programmes and projects will be guided by concerns about equity.
- **Non-violence**: CWS reaffirms its commitment to never support or participate in the use of physical violence even in the attainment of just goals. However, this does not exclude the support or use of constitutional means to bring pressure on power holders in order to bring about equity in any sphere.
- **Secularism**: CWS shall always strive to ensure religious tolerance in its own work and in those whom it supports. Staff members, irrespective of their religious beliefs, will be treated with equal respect. This will also include respect for traditional institutions and indigenous knowledge that are in tandem with the values of CWS.
- **Transparency**: CWS will seek to maintain openness in different aspects of organizational functioning and management, including in the areas of decision making as well as in its financial and programme related management practices.
- **Accountability**: CWS will remain committed to enhancing its own accountability to the partners and to the communities with whom it works, while at the same time trying to ensure that the partners are also accountable to CWS and the communities they work with.

These values are expressed in certain practical applications, which together build the appropriate organizational culture. At the same time, these values are also expected to contribute to specific kinds of behaviours at the individual staff level.

1.5. ORGANISATIONAL CULTURE

CWS shall remain committed to

- Creating a healthy work environment within the organisation where every individual (both men and women) share equal opportunities, responsibilities, benefits and resources, and enjoy equitable participation at all levels of decision making;
- Fostering a gender-sensitive space that takes on board the situational requirements of women colleagues, without losing out on equity between men and women staff members;
- Promoting vertical and horizontal learning at all levels, so that the expertise and work of colleagues are respected, and the consultative process is followed as appropriate;
- Establishing an environment where decision making related processes and the decisions are shared between and among the concerned members as appropriate, and where there is clarity in what is expected from individual staff members;



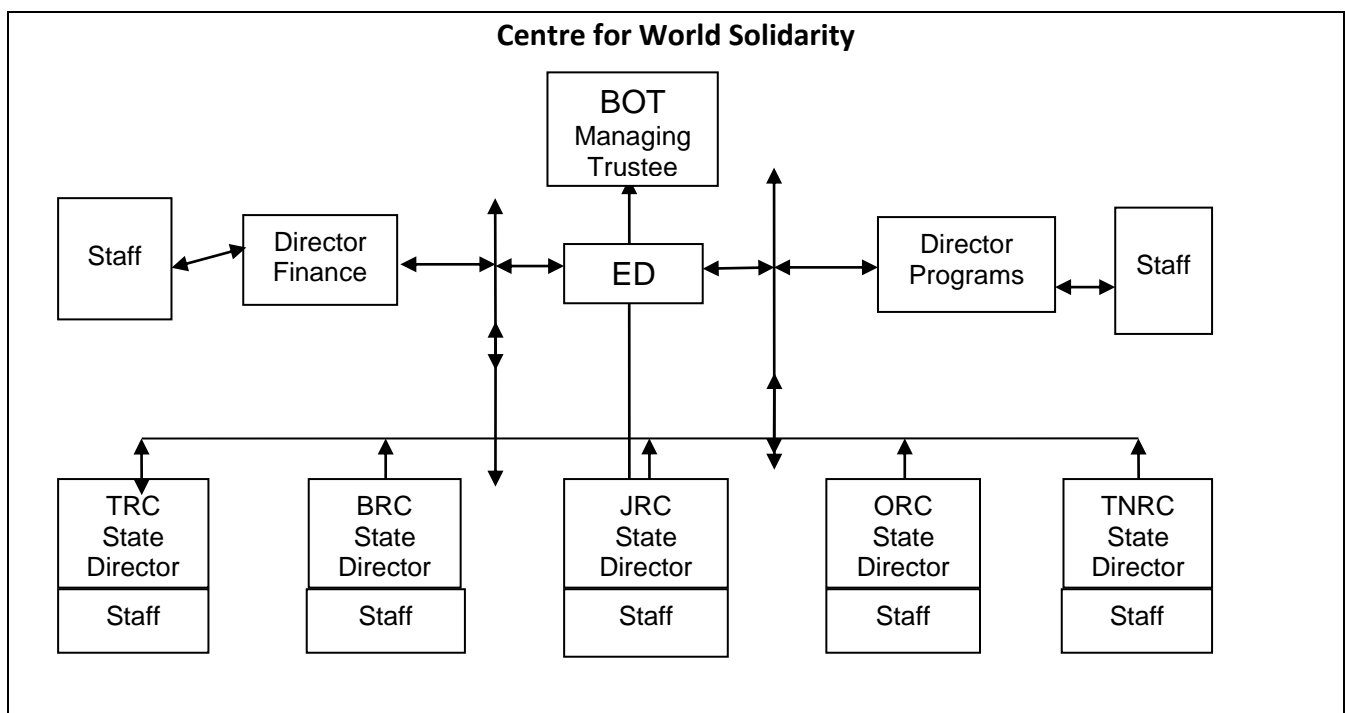
- Fostering a bottom-up consultative planning process so that the projects are undertaken truly respond within our limitations to the specified target groups' actual and felt needs;
- Standing up against every use of violence in any sphere;
- Encouraging upward and downward accountability, and simultaneously fostering equitable partner relationships; and
- Maintaining equality of opportunity relating to the appointment, learning and promotion of staff members, so that no staff member shall be subjected to any kind of discrimination on grounds of religion, race, caste, sex, descent, place of birth, residence or any other such matter which has no relevance to the decision being made.

In order to foster the above values in CWS, there might need to create an enabling environment and institutional mechanisms (e.g. induction processes) to enhance the capacities of the staff in nurturing these values. In other words, this would imply a passion on the part of the staff to fulfil the vision and mission of the organization and also to exhibit certain behaviours as follows:

- Ensuring that personal behaviour does not affect the dignity of other persons within the organization;
- Giving respect to fellow members' work, responsibilities, decisions, problems, etc;
- Not doing anything that would make others feel excluded; and
- Giving respect to people from all religions, cultures and strata.

1.6. ORGANISATIONAL STRUCTURE

- The following is the organogram of CWS.



Board of Trustees (BOT)

The Board of Trustees is the apex body which is in complete control of both governance and management of CWS.

Finance and Personnel Committee (FPC):

The Finance and Personnel Committee advises the Board on all finance and personnel matters.

Senior Management Team (SMT):

The Senior Management Team is completely responsible for the management functions of the organization in terms of programme, finance and administration.

Programme Steering Committee (PSC):

The Programme Steering Committees at the Resource Centres scrutinise and approve the project proposals of the partners and review and monitor their implementation.

Sexual Harassment Complaints Committee (SHCC):

The SHCC handles the cases of complaints of sexual harassment.

Conflict Management Committee (CMC):

The Conflict Management Committee deals with cases of conflict of interest.

Purchase Committee (PC):

The Purchase Committee deals with procurements.

CWS Policies:

- Trust Deed
- Finance Manual
- Team Manual
- Strategic Plan (once in a 5 years)
- Gender Policy
- Dalit Policy
- Workplace Policy on HIV and AIDS
- Conflict of Interest Policy
- Guidelines for Partner [Collaboration](#)
- Guidelines for dealing Sexual Harassment Complaints
- Child Protection Policy
- Child Safeguarding policy
- Staff Consultancy assignments
- IT Policy

CWS Central Office (CO):

- 12-13-438, Street 1, Tarnaka, Near Bank of Baroda, Secunderabad 500 017, Telangana, India.

CWS Resource Centres (RCs):

- Telangana Resource Centre: (also covers Andhra Pradesh state operations)



- Bihar Resource Centre:
- Jharkhand Resource Centre:
- Odisha Resource Centre:
- Tamil Nadu Resource Centre

1.7. CWS TEAM

CWS believes in human dignity and respects the rights and freedoms of every person. The dignity of the person is of supreme value, and every team member of CWS is given due respect and recognition as a human being. A team member enjoys the freedom and equality with every other team member, though there may be a functional distinction of status and roles. CWS provides conducive atmosphere, facilities and opportunities for its team members to learn, grow and develop their perspectives, knowledge, skills and sensitivities. There is a lot of space for individual initiatives that fall within the nature and scope of CWS. The team members are encouraged to internalise the vision, mission and values of CWS and develop a sense of belonging.

The CWS team is a group of people who have come together on the basis of voluntary commitment to the cause of the marginalised sections of the society and on the basis of a set of values described earlier. The spirit and principles of voluntarism drive the CWS team to maintain high ethical standards both at the organisational and personal level. These values and commitments are kept alive by a continuous process of organisation building and permeation of the ethos in the organisational work culture.

CWS management practice aims at ensuring efficiency, effectiveness and accountability at all levels. CWS follows a decentralised, task-oriented and functional management practice with multiple leadership roles, incorporating the features of team-work such as shared sense of purpose, common goals, being heard, free expression, encouraging creativity, conflict resolution, etc. The team members contribute, on the one hand, to mutual learning and growth, and on the other, to organisational learning and growth.



CHAPTER 2: PROGRAMMES AND PARTNERSHIPS

2.1. PROGRAMME OBJECTIVES

The overall programme objectives of CWS are:

- To promote and protect human rights, particularly of the marginalised communities (women, Dalits, Adivasis and minorities), so as to ensure a culture of human rights
- To ensure sustainable livelihoods of the marginalised communities so as to eradicate poverty and deprivation
- To empower and enable the marginalised communities to participate in their own governance and development
- To network and advocate for people-centred policies that would guarantee peoples' rights to livelihood and to participation in governance and development
- To nurture, develop and strengthen grassroots civil society organisations for promotion and protection of rights and justice, for the achievement of sustainable livelihood through people-centred and participatory management of natural resources, and for the advancement of people-centred and participatory governance

2.2. PROGRAMME APPROACHES

- CWS strives to ensure that the work it supports is rights-based and promotive of gender justice and ecological sustainability. These approaches will continue to undergird the implementation of all programmes and projects supported by CWS.
- CWS works towards further strengthening and concretising the application of these approaches (rights-based, gendered and eco-friendly) by putting in place tools such as project appraisal criteria and checklists to ensure that these approaches truly undergird all such outreach efforts.

2.3. PROGRAMME ACTIVITIES

The gamut of CWS' activities can broadly be grouped into three thematic areas, namely **Human Dignity**, **Sustainable Livelihood** and **People-Centred Governance**.

- **Human Dignity:** Under this theme, our programmatic interventions address issues relating to Women's Rights, Dalit Rights, Adivasi Rights and Minority Rights.
- **Sustainable Livelihood:** Promotion of sustainable agriculture with environmentally safe and sustainable methods to enhance quantity and quality of yield, of sustainable forest



management with a special thrust on developing livelihood security of the marginalized sections and of conservation and improvement of water resources through effective water harvesting, irrigation and management, and flood management comprise our programme initiatives.

- **People-Centred Governance:** Strengthening democratic processes and empowering the institutions of local governance and communities for people-centred and participatory development, and advocacy for devolution of powers have been the primary focus of our activities.

2.4. PROGRAMME COVERAGE

- As of now, CWS works primarily in six States (Andhra Pradesh, Bihar, Jharkhand, Odisha, Tamil Nadu and Telangana) with the Central Office in Secunderabad and five Resource Centres in Secunderabad, Patna, Jamshedpur, Bhubaneswar and Chennai.
- The primary target groups of the programme interventions are women, Dalits, Adivasis and minorities.
- Since it is often the case that members of these groups live in close proximity to other sections of the populace, the inclusion of such other disadvantaged groups in specific programmes and projects may at times be strategically necessary in order to reach and benefit the primary target groups.

2.5. PARTNERSHIP

- For CWS, programmes and partnerships are two sides of the same coin. Since CWS is development support and facilitating organisation, many of its programmes are implemented through partners, networks and fellows and at the same time several state specific projects are also implemented directed by the CWS through its field- based offices and staffs. Thus, programme implementation and partnership management go hand in hand.
- CWS, as a resource support organisation, provides funding support to grassroots organisations who work on the issues under the three thematic priorities of CWS.
- Thus, promoting, building and strengthening grassroots civil society organisations and working with them to address peoples' issues is the development philosophy of CWS.
- The understanding of partnership goes beyond financial support that the partners receive. One of the mandates of CWS is to promote small grassroots civil society organisations, nurture them and provide them with constant and continuous support and solidarity.
- Partnerships are fostered and nurtured, not by donor-receiver relationship, but by relating with the partners on equal terms.



- Partnerships are sustained and strengthened through cordial relations; participatory programme planning, monitoring and evaluation; information sharing; generating public discourse on issues; organising and mobilising partners for campaign, advocacy and lobbying; participation of partners in the National Annual Consultation Meetings (NACM), State Annual Consultation Meetings (SACM), Annual Review and Planning Meetings and various other trainings/consultations/workshops/seminars/conferences; and providing space for conflict resolution.
- CWS has developed Guidelines for Partner Collaboration. These Guidelines cover many aspects of partner management such as nature of CWS' involvement and support to partners, criteria of partnership, selection of partners/networks, roles of partners/networks and of CWS in partnership, strategies for strengthening partnership, and strategies for withdrawal and closure of partnership. All the team members, particularly the programme staff, are encouraged to read these Guidelines.
- Our experience of the partnership is one of mutual learning and sharing.

2.6. PROGRAMME/PARTNER MONITORING

- Partners/Networks/Fellows are assigned to the programme staff for project implementation and regular monitoring.
- The copies of all the proposals and budgets for all the programmes are maintained with the programme staff as well as the finance staff.
- The project proposal of a partner is screened, scrutinised and approved by the Programme Steering Committee (PSC) of the respective Resource Centre. Only after this, the fund transfer (1st Instalment) takes place. Half yearly review of the project implementation is carried out by the PSC, and only after this, the 2nd Instalment is released to the partner.
- It is the programme staff responsibility to ensure complete compliance by the partners through the submission of various documents/reports/statements.
- Separate formats have been developed for programme monitoring and financial monitoring reports.
- Each programme staff is expected to visit a partner at least twice in a year, the visits will depend on the requirement of the programme. The experience has shown that for some projects, the visits are more.
- The programme staff is also expected to review the budget utilization position of the partner to which he/she is attached. The financial monitoring visits are random, based on the feedback of the programme staff or alternatively at the behest of the finance staff in consultation with the RC in charge.
- At the end of each quarter, the budget versus utilization statements are prepared for



monitoring the progress of the projects. All the copies of the statements are shared with the RCs. These reports are also presented and reviewed in the SMT meetings held every quarter.

- As a regular practice, the partners in implementation are required to submit at least the half yearly financial (UC/Audited) and progress reports to CWS. This is linked to the release of the 2nd instalment to the partner. The release of the funds of any partner not fulfilling the requirement is held up.
- For the State-specific projects, the utilization statements have to be submitted based on the requirement of the donors.
- The utilization statements from the partners and that of CWS is consolidated and sent to the donor. The reporting is maintained in the formats prescribed by the donor.

2.7. DONOR PARTNERSHIP

- CWS' projects are being funded by many donor agencies both Indian and foreign. Some of the government agencies are also funding CWS. The donors have their own prescribed set of norms for grant management viz. grant accounting, utilization and reporting. It is imperative for CWS to manage all the donors and their requirements within its programme and financial management systems and processes.
- The terms and conditions laid down by each donor must be adhered to.
- Donor communication is of special significance. Donor communication has to be acknowledged and responded immediately and without delay. CWS has certain point persons for communication with some donors such as ASW, BFTW, as well as for specific projects.
- At the same time, there are certain levels and contexts in which ranging from programme staff to RC in charges/Team Leaders to Director-Finance to Executive Director communicate with the donors. All team members must maintain their boundaries in donor communication.
- While RC staff (RC in charge and programme and finance staff) maintain regular and day-to-day communication with donor staff, all formal communication, fund requests, approvals, submission of reports/statements/ documents, etc. are routed through CWS Central Office.
- The entire donor reporting ranges from monthly financial reporting to yearly reporting, and quarterly, half yearly and annual narrative progress reports. All these reports are sent to the donors as per the requirements.
- Many of the donor funds are linked to the quarterly and half-yearly reporting by CWS on the projects. The fund requests are considered subject to CWS submitting the reports.
- CWS follows fund-based accounting, and all the ledger heads are created as per the approved budgets. At any given point in time, CWS is in a position to provide the status report to any of the donors on any of the projects.



- The donor specific reports and UCs are sent as per the requirements, and all the projects are duly audited as per the FY, April to March.
- Utilization of funds is in accordance with the approved/sanctioned budgets and activity plans.
- For any deviations in the budgets or activities, the prior written approval of the donor is sought.
- Interest earned on the grant is reported to the donor, and necessary permissions are sought for the utilization of the interest amount.
- In case of any potential underutilization of funds in any project, efforts are made to secure a no-cost extension for the project, the duration of which is based on the donor considerations and availability of funds. This is done at least three months before the actual closure of the project.
- In such cases, where it is strongly felt that next phase is important for furthering the objectives of the project, the planning process is started at least six months in advance so that the new phase is approved by the time the current phase comes to an end.
- All other necessary conditions prescribed by the donors in the grant agreement for the closure of the project are adhered to.
- No expenditure is incurred after the project period is over, unless otherwise it is specifically approved in writing by the donor.
- Our partnership with donors and resource agencies is very cordial, healthy and enduring.



CHAPTER 3: GENDER MAINSTREAMING

3.1. GENDER EQUALITY AND GENDER JUSTICE

- CWS clearly articulates both in its vision and mission statements the importance of gender equality and gender justice, and the focus on gender mainstreaming.
- CWS recognizes gender as a cross-cutting issue that is integral to different areas of CWS' thrust such as women's rights, Dalit rights, Adivasi rights, rights of minorities, and their livelihood along with their participation in governance.
- To CWS, gender equality and gender justice are integral to its commitment to Rights and hence is seen as an important aspect of the Rights Based Approach in the context of all-pervasive systemic gender discrimination and gender inequality.

3.2. CWS GENDER POLICY

- CWS has developed a Gender Policy for the organisation.
- The goal of CWS Gender Policy is to uphold and promote gender equality and gender justice as its core values by creating gender-sensitive workplace within CWS. This is practised through articulation, enunciation, policies, programmes and partnerships and by advocating the use of gender-sensitive language and gender-sensitive portrayal in media and all communication materials.

3.3. OBJECTIVES OF CWS GENDER POLICY

- To promote gender equality and gender justice in the organisation through gender mainstreaming and positive discrimination towards women colleagues.
- To enable gender-sensitive work environment within CWS
- To facilitate the development of women leadership in the organisation
- To ensure gender sensitive policies, programmes and partnerships
- To encourage CWS partners to promote gender equality within their organisations and at the community
- To advocate for gender mainstreaming and gender-sensitive policy framework



3.4. EFFORTS TOWARDS GENDER MAINSTREAMING

- CWS is an equal opportunities employer and basically does not make a major distinction between men and women and would like to see them at the same level.
- At the same time, CWS understands the all-pervasive systemic gender discrimination and gender inequality and would like to encourage women to be on par.
- Hence, CWS takes a pro-woman stand by maintaining the dignity and esteem of women.
- Positive discrimination towards women colleagues can be found at CWS. The following efforts are made to mainstream gender:
 - The majority of members of the Board of Trustees are women.
 - A Gender Policy is in place.
 - CWS organizes periodic gender sensitization for all the staff.
 - CWS gives priority to women candidates for all positions.
 - CWS clearly articulates on the preference for women in job notifications.
 - CWS guides and educates new recruits on the gender priorities and principles of the organisation and on the Sexual Harassment Complaints Committee (SHCC), during induction and probation.
 - Within its means, CWS has provided possible facilities to women staff like:
 - separate toilets for women
 - drop facility by office vehicle to bus stop during evenings to women colleagues
 - permission to return home by auto in the night, from office or programme venue after important work or conduct of programme, with prior information
 - permission to carry children up to 14 years during travel (with prior approval from Executive Director) and for an attendant for lactating mothers and children below 5 years with one-way fare, 50% of applicable per diem and shared accommodation
 - six months maternity leave.
 - a functional SHCC,
 - CWS facilitates and provides support, in its means, for the effective functioning of “Synergy”, a group formed by CWS for the women colleagues of CWS and its Solidarity Institutes (WASSAN, CSA, CPF, NDF, BODHI and KICS).
- CWS aims to recruit 50% of women staff.
- Today, CWS is considered a women-friendly organisation by several in civil society. However, CWS is yet to reach and maintain the targets it has envisioned in its Gender Policy.

3.5. SEXUAL HARASSMENT COMPLAINTS COMMITTEE (SHCC)

- CWS is committed to ensuring that staff are treated fairly and equitably in an environment free of intimidation and sexual harassment.



- It aims to provide a working environment which is free of workplace harassment or intimidation.
- It has constituted Sexual Harassment Complaints Committee (SHCC), in accordance with the Supreme Court Guidelines and has developed Guidelines to deal with complaints of sexual harassment.
- It encourages the team members who feel that they have been harassed to contact a member of the SHCC.
- All complaints of sexual harassment will be treated seriously and promptly, with due regard to confidentiality.
- Disciplinary action will be taken against any staff who breaches the policy.



CHAPTER 4: APPOINTMENTS AND INDUCTION

4.1. RECRUITMENT

- Vacancies will be advertised, and applications will be invited from suitable candidates.
- Short-listed candidates will be called for a selection interview.
- The Selection Panel will interview the candidates and select the most suitable candidate for the position.
- The Executive Director will constitute the Selection Panel with representation from the BoT, subject experts, SMT, etc.
- The Equal Employment Opportunity process will be reflected in staff recruitment and retention.
- In exceptional circumstances, professionals of exceptional expertise can be recruited based on the association and strength of the past working relationship.
- The Finance and Personnel Committee of CWS supervises the selection and appointment of staff for the organisation.

4.2. APPOINTMENTS

CWS provides equal employment opportunity to all qualified persons without any discrimination. Appointments to CWS are made by the Executive Director and signed by him/her. The team members are classified as under:

- **Temporary Assignment/Consultancy:** Assignments in this category will be for specific tasks and as per the Terms of Reference (ToR).
- **Probation:** A new member appointed under contract or regular category but has not completed the probation of one to six months based on the nature of the task and project shall be considered as Probationer. During this period, there shall be an assessment of the performance of the person on probation. If found satisfactory, the team member shall be continued by a letter from the appointing authority. If the performance is found not satisfactory, the period of probation can be extended or the services terminated as the case may be.
- **Contract / Tenured:** Team members in this category are appointed on contract for a specific period, and the contract is renewable thereafter with mutual consent. The team members may eligible for provident fund and personal accident policy and are not eligible for certain other facilities such as telephone allowance, medical allowance, gratuity, medical insurance, etc. The services of the contract team member may be terminated by a notice of one month on either side or one month's salary in lieu of one month's notice.
- **Regular / Tenured:** Regular team members are those who have completed the required probation of six months and whose services have been regularised for a long-term assignment and are covered under regular pay scale structure of the organisation. Their appointments can be renewed with mutual consent. They are eligible for all facilities provided



to the staff of CWS. The services of regular team members can be terminated by a notice of one month on either side or one month's salary in lieu of one month's notice.

4.3. INDUCTION

- A joining report in the specified form needs to be given by all the team members.
- Original certificates along with a set of self attested copies relating to their qualifications, work experience, date of birth and references need to be given. After verifying the certificates, originals will be returned to the candidates.
- A new team member will start his/her tenure in CWS with a structured induction programme to know the objectives, structure and functioning of CWS.
- After recruitment, the Executive Director/Director/Team Leader/RC in charge/Line Manager/Administrative Officer shall induct the new team member to organisation's vision, mission, values, culture, work environment and the organisational policies, rules, regulations, systems and processes.
- Team Leader/RC in charge/Line Manager will also orient the new team member to his/her specific roles and responsibilities.

4.4. PERFORMANCE APPRAISAL

- All team members will undergo annual/periodic performance appraisals on a regular basis.
- The objective of the performance appraisal is both individual and institutional growth and development i.e. to constantly monitor the progress of the capabilities and achievements and facilitate the ongoing development of team members and thus to contribute to the development of CWS as a learning organisation.
- Staff performance appraisal will be conducted first for its own merit (i.e. to understand organisational growth, development and learning) and only secondarily as a means of reward for team members.
- Excellent/very good performance ratings will make a team member eligible for additional increments. Setting up of monthly task by both Line Manager or Team Leader and the staff will be done and based on that "Key Result Area" also will be decided for each staff for every year. This will be one of the basic parameters for the performance appraisal.
- Non-performance/poor performance may result in a withholding of increment, leading to even termination of service.



4.5. PROMOTIONS

- As mentioned above, performance appraisal is not always linked to the grant of award and reward or otherwise.
- Excellent and very good performance ratings over a period of at least three consecutive years will make a team member eligible for grant of promotion.
- Promotions are to be treated as new appointments for the purpose of date and increments.
- Promoted persons are under observation for six months and can be returned to their previous positions at any time if found unsuitable.
- When team members are promoted, they will benefit by at least two increments in addition to the regular increment in the same scale/placed in the next higher scale as the case may be.

4.6. INTERNAL TRANSFERS

- CWS team members shall be liable to be transferred between any of the Resource Centres, Central Office or any other place or location looking into the interest and requirement of the organisation.
- Such transfer or temporary duty will not affect the terms and conditions of service.
- Team members will be required to abide by the rules and regulations of conduct, performance and discipline.
- In such a case, additional facilities such as transport cost of up to one month basic and additional increment based on the living cost of that area will be granted to the team members.

4.7. PROFESSIONAL AND PERSONAL DEVELOPMENT

- CWS will provide a conducive environment for learning and development for the team members within and outside the organisation.
- During the appraisal process, the supervising authority will identify and document the areas that may be enhanced by further training of a team member.
- CWS organises programmes for staff capacity development.
- CWS also facilitates regular staff capacity building when



- an individual staff makes a request expressing his/her willingness to participate in a training/workshop/seminar/conference/course
 - the organisation nominates a particular staff for participation in a programme/training
 - the Executive Director/Director–HID/Team Leaders/RC In charges recommend a particular staff for participation in a programme/training
- Staff requests to pursue studies are considered on a case to case basis.



CHAPTER 5: SALARY AND ALLOWANCES

5.1. SALARY STRUCTURE

- Every team member will be governed by the salary structure approved by the Board of Trustees of CWS.
- The current approved salary structure, levels and scales are as follows:

Levels	Designations	Scales in INR	Minimum Gross in INR	
1	Office Assistants	5000 – 500 (10%) – 10000	Basic	5000
			DA (10%)	500
			HRA (30%)	1500
			CCA (10%)	500
			Gross	7500
2	Senior Office Assistants,	8000 – 720 (9%) – 20000	Basic	8000
			DA (10%)	800
	Programme Assistants,		HRA (30%)	2400
	Sr Programme Assistants		CCA (10%)	800
			Gross	12000
3	Programme Associates,	12000 – 1080 (9%) – 30000	Basic	12000
			DA (10%)	1200
	Sr Programme Associates		HRA (30%)	3600
			CCA (10%)	1200
			Gross	18000
4	Programme Officers,	16000 – 1280 (8%) – 40000	Basic	16000
	Sr Programme Officers		DA (10%)	1600
			HRA (30%)	4800
			CCA (10%)	1600
			Gross	24000
5	Programme Coordinators	20000 – 1600 (8%) - 50000	Basic	20000
			DA (10%)	2000
			HRA (30%)	6000
			CCA (10%)	2000
			Gross	30000
6	Joint Directors,	25000 – 1750 (7%) - 60000	Basic	25000
	Directors		DA (10%)	2500
			HRA (30%)	7500
			CCA (10%)	2500
			Gross	37500
7	Executive Director	35000 – 2450 (7%) - 70000	Basic	35000
			DA (10%)	3500
			HRA (30%)	10500
			CCA (10%)	3500
			Gross	52500

- The new salary structure has come in to effect from 01 April 2017.



- The salary structure depicts the entry-level scales and gross salary.
- The gross salary includes Basic, 10% DA, 30% HRA and 10% CCA and it is 1.5 times the Basic.
- The gross salary includes the employees' PF contribution.
- Professional Tax and TDS will be deducted as per the applicable rules.

5.2. INCREMENT

- The increment is on the basic and is fixed.
- The annual increment in per cent terms will be higher for the lower levels and lower for the higher levels following distributive justice i.e. from 10% of the basic at Level 1 to 7% of the basic at Level 7.
- The annual increment will be related to inflation and sometimes related to performance.
- Performance related increment will be based on performance appraisal, and the number of increments will vary from case to case.
- Annual increments will be given to the staff w.e.f 1st April, for regular team members join between 1st October to 31st March will get half increment from 1st April of the following year. For regular team members join between 1st April to 30th September will get full increment in the following year.
- Staff can be given additional responsibilities for some specific period and so as to be given additional increment for that specific period as per the requirement of any project and the organisation.

5.3. CONTRIBUTORY PROVIDENT FUND

- All regular team members of CWS are eligible for provident fund benefits.
- 12% of the Basic + DA of drawn salary will be provident fund deduction with an equal institutional contribution.
- Team members on contract may be treated as consolidated pay are eligible to avail PF benefits. Otherwise, TDS will be applicable.
- The provident fund is either withdrawn/transferred to the new organization by the staff resigning from CWS.
- The staff can claim PF only after 2 months of leaving CWS.

5.4. GRATUITY

- With effect from **1st March 2020**, all new regular team members with a minimum of five years of continuous physical service would be eligible for grant of gratuity.
- CWS contributes **8.33%** of annual Basic + DA per employee to the Group Gratuity Scheme annually.



- For new regular team members who join CWS with effect from **1st March 2020**, **one month last drawn Basic + DA x 15/26 x number of years of service** is payable as gratuity at the time of resignation/termination/retirement.
- The existing regular team members who have completed or will complete three years of continuous physical service are eligible for gratuity of **one month last drawn Basic + DA per year of service up to 29th February 2020** and of **one month last drawn Basic + DA x 15/26 x number of years of service with effect from 1st March 2020**.
- Completion of 6 months to 12 months will be treated as a complete year, and completion of below six months will be treated as nil year.

5.5. INSURANCE

- All regular and contract team members insured under group personal accident insurance policy for Rs 1,00,000/- per member with the Religare Health Insurance Company Limited. on the terms and conditions endorsed therein.
- All regular team members and their immediate dependent nuclear family members (i.e. spouse and two children) will be insured at CWS' cost under Health Insurance to the extent of Rs 3,00,000/- per family with Religare Health Insurance Company Limited. on the terms and conditions endorsed therein. It is a floater group insurance policy.

5.6. TELEPHONE ALLOWANCE

- All regular team members are eligible for monthly (or yearly) Telephone allowance as given below.

No	Staff Designations	Reimbursement
1	Office Assistants, Senior Office Assistants, Drivers, Senior Drivers	Rs.300/- pm
2	Programme Assistants, Sr. Programme Assistants, Programme Associates and Senior Programme Associates	Rs.400/- pm
3	Programme Officers, Sr. Programme Officers, Programme Coordinators	Rs.500/- pm
4	Joint Directors, Directors	Rs.1000/- pm
5	Executive Director	Rs.1500/ pm

- To receive the above, no bill/evidence is required. It can be paid along with salary every month
- Persons with contractual or consolidated pay are not eligible for the above allowance
- This allowance will be treated as taxable income while computing staff income tax



5.7. MEDICAL ALLOWANCE

- All regular team members are eligible for Medical ALLOWANCE Rs. 800/- per month or Rs. 9600/- per year.
- No need to submit any bill or evidence to receive this allowance, it can be paid along with Salary every month.
- This allowance will be treated as taxable income while computing staff income tax

5.8. ADDITIONAL FACILITIES

- Provision of additional facilities is the sole discretion of CWS management.
- Such facilities will be as per the contract.

5.9. REVISION OF PAY SCALES, ALLOWANCES AND OTHER BENEFITS

- The present pay scales, allowances and other benefits will remain the same as stated above.
- Any change will be decided by the Board of CWS at an appropriate time if such change is found necessary. Normally the board will revise the pay scales once in a five-year period.



CHAPTER 6: LEAVE AND HOLIDAYS

6.1. GENERAL

- The Executive Director/Team Leaders/RC Incharges/Line Managers, after taking into account exigencies of work and the leave position of other team members, shall sanction leave to a team member.
- Extension of leave shall be allowed only in exceptional circumstances and at the discretion of the Executive Director/Team Leaders/RC Incharges/Line Managers.
- The Executive Director/Team Leaders/RC Incharges/Line Managers have the discretion of granting leave in exceptional circumstances to those to whom the leave is not yet due. Such leave would be adjusted against accrual of future leave in the calendar year.
- The Executive Director/Team Leaders/RC Incharges/Line Managers have the discretion of granting leave to team members appointed on temporary assignment/consultancies/short-term contracts (i.e. one year or less).
- Leave requisition form for any kind of leave shall be submitted duly filled in, signed and approved by the respective line manager, to the admin officer.
- A team member, before proceeding on leave, shall intimate the Executive Director/Team Leaders/RC Incharges/Line Managers/Administration his/her leave address and contact telephone number and shall also inform of any changes in the address previously furnished.
- Any public holiday or weekly leave falling within the leave period will be treated as part of the leave availed in any form.

6.2. CASUAL LEAVE

- Each team member will be entitled to **12 days** of casual leave per year (at the rate of one day per month).
- Casual leave can be availed with prior permission.
- In an emergency situation, the team member should inform the respective line manager and admin officer.
- Casual leave cannot be combined with leave of any other kind except Compensatory Offs.
- Only two days of casual leave can be availed at a time. When clubbed with the Compensatory Offs, the total leave taken cannot exceed three days.
- Casual leave can be taken for half day also.
- Probationers will be entitled to casual leave on a pro-rata basis during their probation period from their overall casual leave entitlement.
- Prefix and suffix are permitted while availing casual leave.
- Casual leave cannot be encashed.
- Casual leave cannot be accumulated beyond the calendar year.

6.3. MEDICAL LEAVE

- Each team member can avail **seven days** of sick leave per year.



- Medical leave availed for more than two days would require a medical certificate from a Registered Medical Practitioner to be produced on rejoining duty.
- The failure to produce the medical certificate would tantamount to the leave being considered as earned leave.
- In deserving cases, the Executive Director may use his/her discretion.
- Medical leave cannot be combined with leave of any other kind except Earned Leave and that too only in deserving cases.
- Prefix and suffix are permitted while availing medical leave.
- Medical leave cannot be encashed.
- Medical leave cannot be accumulated beyond the calendar year.

6.4. EARNED LEAVE

- Each team member is entitled to **21 days** of earned leave per year at a rate of 1.75 days per month. In other words, earned leave will accrue at the rate of 1.75 days per month.
- Earned leave can be accumulated up to a maximum of 60 days.
- A team member must keep 15 days of earned leave as a reserve.
- A new team member is entitled to take earned leave only after the completion of probation during which time such leave will be accumulated.
- When earned leave is to be availed for above 10 days, prior permission has to be obtained one month before the commencement of the leave.
- Prefix and suffix are permitted while availing earned leave, but it cannot be combined with any other form of leave except maternity leave.
- Earned leave is not applicable for temporary assignment/consultancies/short-term contracts (i.e. one year or less).

6.5. MATERNITY LEAVE

- A regular woman team member can avail **six months** of maternity leave with pay.
- Team members under probation will be eligible for maternity leave without pay.
- Team members are eligible to avail a maximum of 30 days earned leave along with maternity leave.
- Maternity leave is given to team members for the first two children only.
- In case of miscarriage/abortion, regular woman team members can avail two weeks of leave with pay after producing doctor's certificate.
- In case of miscarriage/abortion, team member under probation can avail two weeks of leave without pay after producing a doctor's certificate.
- The maternity leave cannot be split i.e. it should be continuous.
- The salary will be disbursed every month.

6.6. PATERNITY LEAVE

- Regular men team members are entitled to **15 days** of paternity leave with pay.



- Paternity leave is given to team members for the first two children only.
- Team members are permitted to avail a maximum of 15 days of earned leave along with paternity leave.
- Team members under probation will be eligible for two weeks paternity leave without pay.
- The paternity leave cannot be split i.e. it should be continuous.

6.7. COMPENSATORY OFF

- All team members are eligible for **five days** of Compensatory Off per year.
- If a team member is asked to work on Sundays and holidays declared by CWS, the team member is entitled to claim compensatory off in lieu of the same with proper approval from the line manager.
- This leave should be utilised within the year and cannot be carried forward to the next year/cannot be encashed.
- Only two days of Compensatory Offs can be availed at a time.
- Compensatory Offs can be clubbed with casual leave provided the total leave taken at a time does not exceed three days.

6.8. LEAVE ON TOURS

- Team members are strongly discouraged to avail leave during the conduct of tours/visits/programmes.
- However, once a year, a team member may avail earned leave pre/post tour with prior sanction, provided the overall absence from the office does not exceed 15 days. Travel and other expenses incurred from the commencement of leave to resuming duty will have to be borne by the team member.

6.9. HALF DAY LEAVE

- Half day leave is permitted with the prior sanction of the sanctioning authority, normally being divided into pre-lunch and post-lunch sessions.
- However, with permission, a team member may come late and/or proceed early up to three times in a month. If the late coming or going early is more than three times in a month, then every additional late coming or going early would amount to half day leave.

6.10. LEAVE DURING RESIGNATION/TERMINATION NOTICE PERIOD

- Team members are not eligible to avail any kind of leave during the resignation/termination notice period.
- Sanction of leave for exceptional cases will be the sole discretion of the Executive Director.



6.11. HOLIDAYS

- All Sundays, second and fourth Saturdays of the month are holidays.
- Further, a list of **15 holidays**, inclusive of 13 closed holidays and two optional holidays, in the calendar a year (January to December) is applicable to all team members.
- The list of holidays will be notified by the Executive Director at the beginning of the year in consultation with RC Incharges.
- Team members are requested to give their choice of optional holidays at the beginning of the year.
- Any bandh called/election declared by the government may be declared as a holiday by the Executive Director/RC Incharges, and the same has to be compensated.

6.12. LEAVE WITHOUT PAY

- Leave taken per year over and above what is eligible and leave that does not qualify to be treated as part of the above-mentioned categories of leave will be regarded as leave without pay.
- Approval of leave without pay (study leave, long leave, sabbatical, etc.) is at the sole discretion of CWS management.



CHAPTER 7: OFFICIAL TRAVEL

7.1. GENERAL

- Each team member is eligible to travel 3 AC by train or AC bus for official tour/visit to the field or for other official purposes.
- Executive Director, Directors and Joint Directors are eligible for Air travel and 2 AC train or AC vehicles.
- Travel by Air for other positions (in exceptional cases/distance) shall be recommended by the respective line managers and approved by the Executive Director.
- Use of AC vehicles for other positions shall be recommended by the respective line managers and approved by the Executive Director.
- If boarding and lodging are provided or travel reimbursed by the host organization conducting the programmes, it must be availed, and the amount paid back to CWS.
- The entertainment of guests/partners during travel/field visit will not be reimbursed unless it is related to a programme, accompanied by due report/authentication and approved by the line manager.
- On return from travel, it is encouraged that the team members report to the office as early as possible. Without report along with the travel reimbursement form, the travel expenditure will not be reimbursed and also if travel claim not submitted within 15 days after returning back from travel, no reimbursement will be allowed.
- However, if the team members are arriving during the night and before 5.00 am, they have to rejoin office latest by 11.30 am. If they are arriving between 5.00 am and noon, they have to rejoin in the second half, and if they are arriving during the second half, they have to rejoin the office the next day.
- Also, the team members may avail their Compensatory Offs if they require longer rest and relaxation.
- The local conveyance must be claimed as per actual.
- The priority to use the office four-wheeler at the CO is for the Executive Director, Directors and Joint Directors, and the two-wheeler is for office assistants, and others could use them when there is no such use. The RC Incharges will decide on the use of office two-wheelers in the respective RCs.

7.2. LOCAL TRAVEL

- When a team member, as per the directions of the team leader, visits nearby places in the city limits and for a few hours only, it is considered as a short tour, and the team member is entitled to claim actual expenses of conveyance.
- If team members are travelling in a group, only one person is entitled to claim the expenses on the conveyance.
- However, going to the office from the residence and back for regular daily work is not considered as travel.
- When attending any outside meeting/programme/work within the city or that of CWS, the team members are eligible to hire an auto-rickshaw.



- Use of non-AC four-wheeler is permitted for travel beyond 25 kms and to more than two places within the city/town.
- When there are more than four members travelling together, they are eligible to hire four-wheeler of bigger type.
- In an emergency, travel by four-wheeler is permitted when recommended by the line manager and approved by the Executive Director.
- Team members who travel, within the city, for official work on their own two or four-wheeler can get reimbursement for fuel expenses at the rate of Rs 4/- per km for two-wheeler and Rs 8/- per km for a four-wheeler.
- For hiring of four - wheeler, a formal approval is required by the respective team leader/ Line Manager and same information need to be shared with the Finance person prior to the booking of the vehicle.

7.3. OUTSTATION TRAVEL

- Any outstation tour can be undertaken only after the approval of the line manager.
- Only such a team member can claim travel advance/reimbursement for their travelling expenses.
- The team members are requested to prepare a detailed tour programme essentially giving time schedules and organisations to be visited and put it on the notice board. This will help other team members to know the whereabouts of their colleagues on tour.
- For to and fro journeys, the shortest distance will be considered for travel bookings unless permitted otherwise.
- The hiring of vehicle for outstation travel is not permitted when the team members are touring for more than one day. It is permitted only when the team members return on the same day (i.e. going in the morning and returning in the evening). However, for special occasions with the approval of Team Leader/ Line Manager, Executive Director can give permission for night halts of more than a day or so.
- Team members are encouraged to use public transport for outstation travel and hire local vehicles for visits to different fields/places at the arrival location.

7.4. TRAVEL BOOKING

- The request for booking train/bus/flight shall be preferably given a minimum seven days in advance in the Travel Booking Requisition Format duly filled in, signed and approved by the line manager. Such booking can be done by the staff themselves in coordination with their respective Line Manager. For flight bookings the norm mentioned previously will be followed.
- To avail apex fare, it shall be 20 days in advance for flight booking. Up-gradation of travel could be provided in special cases and in cases of exigencies, keeping the time factor into consideration. All travel bookings should be done through the Programme Officer (Admin) with the prior approval of the line manager. (it can't be Mandatory now a days and we should encourage our staffs to do so but they should give prior information and get prior approval)



- The request for booking a vehicle shall be given in the Travel Booking Requisition Format duly filled in, signed and approved by the line manager three days in advance to the Programme Officer (Admin/Finance).
- Only in extreme cases and for very valid reasons cancellation of tickets will be permitted. Request for cancellation of tickets shall be given to the Programme Officer (Admin/Finance) in writing indicating the reason for cancellation and approved by the line manager. If the concerned person is in the field travelling, then s/he should intimate the Programme Officer (Admin/Finance) over the phone and submit the concerned Format once back from the field. If there are no valid reasons, the team member is responsible for the payment towards cancellation and any loss of amount.
- Program Officer (Admin/Finance) should ensure before booking the tickets that no previous advance is pending against the staff seeking travel booking.

7.5. TRAVEL ADVANCE AND SETTLEMENT

- Travel Advance Requisition Format along with the Travel Schedule is to be filled in, signed and approved by the respective line manager and submitted a minimum three days in advance to the Finance Officer. Any emergency requirement has to be approved by the Executive Director.
- Travel advance should be settled as per the Programme/Travel Advance Settlement with the original tickets for train/bus/flights with boarding pass and bills for lodging, vehicle hire, etc. within one week of completion of tour along with the report as per the format Programme/Visit Report approved by the line manager.
- Team members must return the unspent portion of the travel advance amount to the office along with the submission of bills.
- Travel advance has to be settled within the prescribed time along with the report to become eligible for the next travel advance. Any exception should be approved by the Executive Director.
- Travel advance has to be shown as NIL at the end of the financial year i.e. as on March 31, and hence any travel made during the last week of March has to be settled before March 31. If the travel is at the end of March, then the same will be settled in the following month.
- Team members are discouraged to take up travel during the last week of March.
- Any deviations from the guidelines will have to be approved by the Executive Director.

7.6. ACCOMPANIMENT

- Prior permission of the line manager along with the Executive Director is required if any of the family members are accompanying the staff on official travel. In such cases, the concerned staff member has to bear all the expenses related to travel, accommodation, food, etc. of accompanied members
- The support to the accompaniment in the case of children below five years of age (children under lactation) would be considered if the tour is for more than a day. In such cases, the office would consider expenses up to 50% of per diem for the accompaniment, actual expenses of lodging and one-way travel expenses.



- The request for accompaniment should be given in writing along with tour advance request to the line manager. This facility shall be availed only when it is absolutely necessary and as a matter of special provision.
- The accompaniment of children above five years of age up to 14 years will be considered if there is no one to take care of the child at home. Such requests need to be approved by the Executive Director, and in such cases, office would bear the expenses towards lodging, one-way actual travel expenses and 50% of per diem towards food and related expenses.

7.7. ACCOMODATION

- CWS staff are eligible for the following accommodation tariff, AC or Non-AC.

No	Description	Tariff (including taxes)
1	Towns & Municipalities / villages	Actuals up to Rs.1800/-
2	Cities, Municipal corporations and tourism places	Actuals up to Rs.2000/-
3	State Capitals & Metropolitan cities:	Actuals up to Rs. 2500/-
4	Abroad travel	As prescribed for the purpose

- Up to 5% of variance could be approved by the Executive Director.
- Women and men staff travelling together shall stay in separate rooms in the hotel or guest house.
- When staff members of the same gender are travelling together as a team, then availing a shared accommodation could be considered, but the option is left to the staff travelling and mutual acceptance.
- The security of women staff will be given priority while approving the place of stay at different locations, and such cases have to be approved by respective line managers and the Executive Director. However, such exceptions shall not become recurrent.
- The accommodation/stay provided by the partner is to be preferred by staff where there is no accommodation or security is a concern.
- If a reasonably safer option is available for the staff to stay with relatives/friends at their own cost, such stay shall be encouraged. In such cases, the local conveyance (auto fare) will be reimbursed, and lodging charges cannot be charged to the office.

7.8. PER DIEM

- **Per diem** is towards meeting the expenses of food, water, tea, snacks, tips, fruits, juices, newspapers, porter, etc. during travel and non-travel days (when food is not served by the host) of any tour programme of the team member.
- The team members are eligible for per diem as given below:



No	Categories	Per Diem Rs.
1	Towns & Municipalities	600/-
2	Cities, Municipal corporations & tourism places	800/-
3	State Capitals & Metropolitan cities	1000/-
4	Abroad travel	35 Euros

- The per diem claim will be in the ratio of 1:2:2 for Breakfast, Lunch and Dinner respectively and as applicable.

Per Diem	Breakfast	Lunch	Dinner
Rs.600	Rs.120	Rs.240	Rs.240
Rs.800	Rs.160	Rs.320	Rs.320
Rs.1000	Rs.200	Rs.400	Rs.400

- While claiming per diem the destinations should be the basis of the claim including the travel days.
- There is no requirement to submit any bills to claim per diem.
- During travel, staff leaving residence after 9 am and reaching home before 8 pm should not claim per diems pertaining to breakfast and dinner.
- When per diem is claimed, no other expenses related to food, water, tea, snacks, tips, fruits, juices, newspapers, porter, etc. will be reimbursed.
- No per diem will be claimed if the complimentary breakfast included in the hotel Tariff or if food is provided by the host, office etc. as per the ratio of 1:2:2.



CHAPTER 8: FINANCIAL MANAGEMENT

8.1. FINANCIAL AND NON-FINANCIAL FUNCTIONS

- Non-Financial:

No	Functions to perform	Designated Authority
1	Formulation and approval of policies, rules and regulations	Board of Trustees
2	Signing of appointment or termination orders of all the staff	Executive Director
3	Signing of appointment or termination orders of the Executive Director	Managing Trustee
4	Signature on Organizational Audited Financial Statements	Managing Trustee/ Executive Director
5	Signature on Statutory Returns	Executive Director
6	Signature on Project wise Audit Statements and FC-4 Statements	Executive Director
7	Signature on documents pertaining to providing loans and borrowings	Managing Trustee
8	Approval of staff salary structure	Board of Trustees
9	Deciding staff salaries and increments	Executive Director

- Grant Making and Partner Management:

No	Functions to perform	Designated Authority
1	Selection of partners*	PSC and RC Incharge
2	Signature on partner agreements/MoUs	Executive Director
3	Grant release to partners	Executive Director
4	Closure of partnerships and no cost extension	RC Incharge/ED
5	Project specific consultancy and small contracts at RCs	RC Incharge
6	Project specific consultancy and small contracts at CO	Executive Director

*[Selection of Partners: State In charge will inform and take formal approval from the Executive Director and Director Program before finalising the selection of partner/s]

- Donor Management:

No	Functions to perform	Designated Authority
1	Signature on all the Donor Agreement	Executive Director
2	Signature on the narrative reports of donors	RC Incharge/ED
3	Signature on the financial reports of donors	Director Finance/ ED

- Financial:

No	Functions to perform	Designated Authority
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1	Travel / Programme Advance to Directors and Joint Directors	Executive Director
2	Travel / Programme Advance to other staff in CO	Line Managers
3	Travel / Programme Advance to other staff in RCs	RC Incharges
4	Salary advances to the staff	Executive Director
5	Imprest amount to the RCs	Director – Finance
6	Travel and advance settlements at CO	Director – Finance
7	Travel and advance settlement at RCs	Programme Officer – Finance
8	Approval of budgeted expenses at CO	Executive Director
9	Approval of budgeted expenses at RCs	RC Incharges
10	Making and redeeming of investments	Executive Director
11	Purchase of capital goods	Purchase Committee
12	Signature on RCs rental agreement	RC Incharge
13	Bank account operations at CO	Managing Trustee, Executive Director, Joint Director – any two
14	Bank account operations at RC	Local Trustee, RC Incharge, One staff, – any two
15	Office maintenance – CO	Director – Finance
16	Office maintenance – RC	RC Incharge
17	Authorized signatory on the vouchers	Director – Finance

- All the decisions taken at the CO and RCs have to be approved by appropriate authority.
- It is assumed that all the payments made and expenditure approved has a provision in the relevant budget.
- The terms and conditions laid down by the donors are being adhered to.
- All key decisions are being intimated to the Finance and Personnel Committee and in turn to the BoT.
- CWS has a Finance Manual which describes the financial governance and management policies and practices of the organisation.

8.2. FUND RELEASE TO PARTNERS

- Programme staff, along with the RC Incharges, is responsible for fund release to the partners and monitoring of project implementation.
- Request for fund release to the partners is to be filled in as per the format, signed by the concerned staff, approved by the line management and submitted to the finance staff minimum three days in advance.

8.3. FUND TRANSFER TO RCs



- All the RCs have opened a local bank account and an FC utilization bank account for using the funds transferred to them. The FC funds and LC funds are separately transferred to the accounts for the respective projects.
- The remittances are meant for the running expenses of the RCs, programme advances, travel advances, etc.
- The funds are remitted to the RCs based on the monthly forecast sent by them in the first week of each month.
- The cash holding limit of RCs and of CO cannot exceed Rs. 10,000/- and Rs 25,000/- respectively, at any given point in time. Any excess holding of cash above the prescribed limits have to be noted with proper justification.
- RCs which have direct implementation projects can have more cash than the above-mentioned limit to meet need-based requirements
- Most of the payments are made through account payee cheques.
- Any payment attracting TDS is referred to the CO, and the payment is made after deducting the applicable TDS rate.
- The settlement of the advances is made once in a month. The RCs send the vouchers with all the supporting documents to CO with a copy of the R&P, BRS and other relevant details.
- It is the responsibility of the finance staff in the RC, along with the RC Incharge, to look into the financial matters. The finance staff, along with the programme staff, is also responsible for monitoring and tracking the fund release and budget utilisation of partner projects.

8.4. PROGRAMME ADVANCE

- Request for advance to conduct CWS level programmes is to be filled in as per the format, signed by the concerned staff, approved by the line management and submitted to the finance staff minimum three days in advance.
- These advances are given to the staff for conducting variously budgeted and approved seminars, workshops, consultations, meetings, trainings, etc.
- Advances up to only Rs. 1000/- is paid by cash, and all advances beyond that limit are transferred to the salary account of the respective staff.
- If it is an FC funding project, only travel related advances are paid through staff SB accounts and for program related expenses, up to 9,900/- cash can be given to the Program officer to meet small expenses, all major payments can be settled directly to the vendor or service provider from central office. This is because FC money cannot be transferred to staff SB accounts (non-FC) unless it is end utilisation.
- In case of RCs, all such advances are transferred to the RC bank account based on the forecast sent by the RC. The RC in turn, will provide the advances to the staff as per the requirement.
- Programme advance needs to be settled within one week as per the format prescribed for program settlement along with the report, travel claims of the participants, supporting bills and programme report. Programme report has to be approved by the concerned line manager. The line manager should ensure the submission of the report as required along with the statement of accounts.
- All big-ticket expense like accommodation and food are made directly from the office. Request for payment to service providers is to be filled in as per the format, signed by the concerned staff, approved by the line management and submitted to the respective finance staff.



8.5. SALARY ADVANCE

- CWS does not have any provision of giving a loan to its team members.
- Team members are eligible for an emergency advance against salary.
- Such advances will be given to an extent of three times of current Basic + DA repayable in regular monthly instalments.
- Such requests will be considered by the Executive Director on its merit.
- All requests for salary advance will first be routed through respective team leaders/line managers.
- No fresh advance is applicable until the previous advance is repaid.
- All advances are required to be repaid by March 31 of every year i.e. financial year ending.

8.6. ADVANCE TO SUPPLIERS

- The supplier advances are paid based on the terms of the contract.
- In case the supplier does not quote any advance for the work, the entire payment is made on completion of the work/delivery of goods.
- All the necessary and applicable taxes are deducted at source before the payment is made.
- All such advances are adjusted, including the TDS, against the final payment made to the supplier.

8.7. PURCHASE OF ASSETS

- CWS has a Purchase Committee for the purchase of fixed assets, procurement of goods and availing other services, including printing of publications and hiring of consultants. A team member is designated as the Convener of the Committee.
- Separate Purchase Committee will be formed in the RCs where state specific projects or direct implementation projects carried out.
- Any request for purchase of a fixed asset or any procurement above Rs. 10,000/- comes to the Purchase Committee.
- The Convener procures at least three quotations from the vendors either by hand or email. A comparative statement is prepared, discussed in the committee meeting and then purchase order is issued to the selected vendor or service provider.
- In case of the purchase of an asset at the RC, the RC will send at least 3 quotes for the purchase of assets. The quotes are processed by the Convenor of the Purchase Committee. The purchase order is sent to the RC.
- Fixed Asset Register is maintained by the admin and is updated every quarter.
- The Programme Officer-Admin is responsible to obtain approval in the prescribed format for purchases on budgeted items below Rs 10,000/- from the line manager. For request above Rs. 10,000/-, permission to be obtained from the line manager and the request has to be sent to the Purchase Committee.



- In an emergency, the Executive Director or RC Incharge may approve the purchase before Purchase Committee scrutiny subject to subsequent approval by the Purchase Committee.
- If it is a regular purchase, the previous Purchase Committee decision (evidence through comparative chart within 3 months) may be considered and ordered with the same supplier for the same quality and cost.
- If the cost is different, it cannot be taken into consideration. Otherwise, the purchaser should collect a minimum of three quotations from different vendors.
- The quotations collected from the vendor should be on the letterhead of the vendor.

8.8. CONTRACTING CONSULTANTS

- Process of contracting the consultant for a particular activity is initiated by the respective RC/Project Incharge. In case of any institutional consultancy with respect to the overall governance processes of CWS, the Executive Director will initiate the process.
- At least two or three consultants are identified based on the type and requirement of the assignable work. After further discussions with the RC/Project Incharge/Executive Director, the consultant is finalized. In exceptional case, if there will be only one consultant, an justification note on the selection procedure need to be submitted to take approval from the respective Donor or from the Executive Director.
- After identification is done, ToR for the consultancy is prepared and shared with the consultant, and there by to receive rate / consultancy charges against the deliverables from the consultant. Finally, both the CWS and the Consultant will enter in to the MoU, where detailed of the ToR and will also include the payment schedule for the consultancy.
- For all the contracts, a written document signed by both the parties to the contract is kept as evidence for the process.
- Applicable TDS as per the norms will be deducted from the final payment and this is also specifically mentioned in the contract.



CHAPTER 9: OFFICE PROCEDURES

9.1. GUIDELINES FOR STAFF DISCIPLINE

- All the team members shall follow the guidelines and abide by the instructions.
- CWS is maintaining an informal and friendly atmosphere in the office and would request all team members to help the management in this endeavour and not force it to take disciplinary action by wilfully disobeying or doing acts which are not in the interest of office discipline.
- Team members must observe their contract of employment in all respects. This includes meeting the terms and conditions referred to in their appointment letters and performing effectively the duties of the job for which they have been employed.
- Team members must observe CWS directives, procedures, instructions and policy statements.
- Team members should conduct themselves in all respects in a manner consistent with the proper performance of their duties, the maintenance of good working relationships and the objectives and spirit of CWS.
- During office hours, absence from office shall be only with the prior permission of the Executive Director/Team Leaders/Line Managers to whom the team member is responsible.
- In the case of ED/RC In-charge, S/he may intimate next person in line.
- The Executive Director/Team Leaders/Line Managers may call upon any team member to perform duties outside the normal office hours as and when necessary.
- It is requested that every team member keeps the following guidelines to ensure amicable atmosphere and cleanliness in the office:
 - be polite and courteous
 - try to promote the objectives of CWS
 - conduct yourself in a manner that is consistent with the office discipline
 - avoid talking loudly and indulging in activities that do not concern the office matters
 - avoid all kinds of back-talk
 - do your work from the workplace given to you
- With a view to maintaining the office decorum and a friendly atmosphere in the office, it is important that the team members make sincere efforts to work with a sense of responsibility and respect for each other.

9.2. OFFICE TIMINGS

- The working days are from Monday to Saturday. The office working hours per day is 8 hours from 9.30 am to 5.30 pm with a half an hour lunch break.
- 2nd & 4th Saturday and every Sunday is holiday.
- For the field staffs under directly implemented projects the working hours is flexible and they may move to the field as per the requirement. They may work less than 8 hours per day and accordingly they may work during second and fourth Saturdays or any other Holidays as per the requirement of the project in coordination with the Team Leader. Hence, their additional work hours will be compensated accordingly.
- It is in the interest of overall discipline that all the team members adhere to the office timings and be in the office at 09.30 hours regularly.



- A delay of 30 minutes is considered as grace time, which should be used sparingly.
- In a month there will be permitted only for three times to come late and/or to go early. The respective line manager should approve the same and inform the same to the Programme Officer (Admin). If the late coming or going early is more than three times in a month, then every additional late coming or going early would amount to half day leave.
- Any change/flexibility in the timings should be approved by the respective line management and Executive Director, and the same is to be informed to the Programme Officer (Admin).
- As far as possible, the team members are requested to conduct their work during office hours. However, team members may continue working after office hours with prior permission of the team leaders.

9.3. ATTENDANCE

- It is mandatory for all the staff to sign the attendance register immediately noting the time of arrival.
- During office hours, the staff members have to inform the respective line management if there is any outside office work.
- Remaining absent without proper intimation and approval is strongly discouraged. This would be considered as leave without pay.

9.4. OFFICIAL COMMUNICATION

- All correspondence received by CWS staff will be acknowledged or suitably replied promptly.
- An admin staff, responsible for inward and outward of postal mail, will ensure that the mail is forwarded to the respective staff.
- It is mandatory that all team members respond to each and every correspondence received by them at the earliest either by post or by email.
- CWS has email and internet facility. The use of internet and email facility for personal purpose is discouraged.
- Every team member is assigned an official email ID, and this ID should be primarily used for official communication.
- Email should mainly be used for formal official correspondence, and care should be taken to maintain the confidentiality of sensitive information.
- Formal memos, documents and letters for which signatures are important, should be issued on organisation letterhead regardless of whether a physical or electronic delivery method is used.
- If electronic messages need to be preserved, they should be printed out and filed.
- While communicating with the donors, it has to be ensured that only the authorized staff correspond with the donors. There should be no delegation of responsibility so far as donor communication is concerned.



9.5. OFFICE STATIONERY

- In all our offices, office stationery is under the custody of admin staff. (at CO) and Admin cum Finance staff or the staff in charge at other offices.
- All team members are encouraged to make cautious use of the stationary such as the use of used paper for rough work, drafts, etc. to ensure optimum utilisation of stationary.
- It is requested that a monthly demand is placed with the admin staff in the first week of every month to enable the staff to place an order with the supplier.
- All stationary received will be physically checked by the admin staff before acknowledging the receipt.
- The admin staff will carry out monthly stock taking and submit a detailed report to the line manager.
- All team members are expected to return unutilised stationery after completion of programmes/workshops/meetings, etc.
- All stationery purchased for programmes/workshops/meeting should be booked to the respective heads instead of booking it to the general admin cost.

9.6. OFFICE VEHICLES

- The priority to use the office four-wheeler at the CO is for the Executive Director, Directors and Joint Directors and the two-wheeler is for office assistants, and others could use them when there is no such use for official purposes only.
- The RC Incharges will decide on the use of office two-wheelers in the respective RCs.
- Team members who need to use the vehicles for the official purpose should place their request in advance so that necessary planning can be done.
- It will be the responsibility of the administration to ensure smooth functioning and maintaining appropriate records/log books pertaining to office vehicles.
- Please ensure that the log book with the vehicles is duly filled up immediately after the use of the vehicle.
- The office vehicles at both CO and RCs will be used under the strict supervision of the Admin / Finance Officer and will not be put to use without his/her permission.

9.7. COMPUTERS/LAPTOPS /ACCESSORIES/OFFICE ASSETS

- CWS has been able to provide separate computers to every team member to meet the requirements of office work.
- There is no provision for typing assistance, and all are encouraged to use the computers to do their official work.
- The use and safety of laptops / mobile devices like pen drives, external hard disks, data cards, etc. will be the responsibility of the concerned staff.
- Also, other office assets such as still camera, video camera, etc. have to be handled carefully by the staff.
- Any loss to the office assets will have to be made good by the concerned staff.



9.8. LIBRARY

- The entire list of books and publications with CWS has been enlisted RC wise including the publications available at CO.
- All the details are shared with the RCs, and any reference material can be sought from CO or respective RCs as and when required.
- A Separate register is being maintained by all RCs and CO. Any issue of material or books will be recorded.
- Any such material/books sought by the staff should be returned within 15 days and can be reissued in case it is further required.
- We have been able to catalogue the books/documents at the CO and seek the cooperation of team members to enrich the library.

9.9. TELEPHONES

- CWS has intercom facility for the team members to communicate among themselves at CO
- Use of office telephone is strictly for official purposes.
- Whenever you make a call, be brief.
- Team members are not allowed to make personal long-distance calls without prior permission.
- Incoming calls are received, attended/transferred to the respective team member.
- Team members are provided telephone allowance. It implies that they should use their cell phones.
- For better control, “0” dial facility should not be made available to the staff, and the calls are routed through the admin staff for STD/ISD.

9.10. MESSAGES

- Any message for team members should be taken down and conveyed to the concerned person at the earliest by the person who has received the message.

9.11. NOTICE BOARDS

- Each office of CWS will have a notice board to display information.
- It is the responsibility of the respective team leaders to ensure that the present information and future schedules/programmes are put up on the notice board.
- Also, the team leaders must ensure that the information/schedules are updated regularly.
- Team members are requested to scan the notice board regularly and keep themselves informed about present and future schedules/programmes, etc.



9.12. HOUSEKEEPING

- CWS has office assistants and part-time cleaners.
- It is strongly encouraged that all team members take extra initiative and put in conscious efforts to ensure that the premises, toilets, workstations, computers, crockery, etc. are kept clean and tidy.

9.13. TEA /COFFEE AND LUNCH

- CWS respects the dignity of all the team members and believes in self-service.
- The help of office assistants is sought only when there is a common meeting, lunch, etc. Office assistants will also help in washing common utensils, etc.
- Team members are encouraged to wash their used plates and cups and replace them in their respective places after use. The same applies to their own lunch boxes.

9.14. SMOKING AND CONSUMPTION OF ALCOHOL

- CWS does not encourage smoking and consumption of alcohol, drugs, etc. in the office premises, and all are requested to cooperate in implementing this guideline.

9.15. TEAM MEETINGS

- Regular/monthly team meetings will be held, chaired by the respective RC Incharges/team leaders, and if needed, weekly team meetings may be called.
- Team members are expected to brief the other members of the progress of their work, the people they have met, the partners they have visited, the programmes they have organised and about the forthcoming programmes, visits and events.
- Review of various projects implemented and the partners involved will be carried out.
- The meeting would also aim at discussing office problems that concern all team members.
- As far as possible, an annual staff meeting of all the staff should be planned.

9.16. CONFLICT OF INTEREST

- A non-profit organisation dealing with public funds is expected to demonstrate the highest forms of accountability and commitment to operate with integrity.
- Institutional interest transcends and surpasses individual interest.
- The interest of the organisation must have the top priority, and all the purchases of goods and services must be reflected on a basis that secures the organisation full competitive advantages as to product service and price.
- Conflict of interest takes precedence over the competitive advantage to the organisation.
- CWS has a Conflict of Interest Policy in place, and all team members are requested to read it.
- It calls for a declaration of any conflict of interest where a team member is involved. Team members are bound to fully disclose the existence of any of the interests before any transaction is consummated.



- The team member with the conflict of interest is excluded from the discussion and approval of such transaction.
- If the Conflict Management Committee has reasonable cause to believe that a team member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Committee determines whether the member has failed to disclose an actual or possible conflict of interest. It shall take appropriate disciplinary and corrective action.

9.17. HEALTH AND SAFETY

- CWS is committed to creating and maintaining a safe, healthy and productive workplace for all employees.
- The Admin Desk in all our offices will have a well equipped First-aid Box having bandages, disinfectants and generic medicines. Team members may use this facility should the need arise.

9.18. SECURITY

- CWS CO has sought the services of a watchman from a Security Firm, particularly during the night.
- As of now, RCs do not have the service of a watchman.
- Some team members are assigned the responsibility to lock and open the office.
- If you are the last person to leave the office, please attend to the following:
 - put off all the lights
 - especially make sure that toilet lights are off as they can be prone to electrical fires
 - ensure that all the taps are closed
 - ensure the UPS is on
 - ensure computers and printers are shut down and the main switches are Off
 - close all the doors
- If you happen to see any untoward or strange things in the office, bring to the notice of the administration immediately.

9.19. PERSONAL PROPERTY AND BELONGINGS

- Team members are requested to look after their own belongings as CWS accepts no liability whatsoever, for any loss, damage or theft to personal property of team members.

9.20. VISITORS

- The staff should meet all the visitors preferably at the commonplace/conference hall as the situation warrants.



- The personal visitors should be restricted to a minimum and ensure that not much time is wasted by the staff.

9.21. DONOR VISITS

- CWS facilitates the periodic visit of donor representatives (such as Directors/Managers, programme staff, finance staff, auditors, etc.) to visit the organisation and field visits to the partners.
- The CO is visited mostly for the audit purpose/financial monitoring/feedback sessions of the donor visits to the field.
- Communication, coordination and necessary arrangements are the responsibility of the respective authorised staff of CWS. The authorised staff is requested to seek the help of both programme and admin staff at the CO/RCs.
- All the logistics arrangements will be made by the admin staff on the advice of the Programme Officer with the prior approval of the Executive Director/RC Incharge/Team Leader, as the case may be.
- The concerned RC Incharge/Team Leader must ensure that all necessary arrangements are made for the visit of donor representatives.
- The donor representatives will be accompanied by a CWS staff in their field visit to the partners/project areas.
- CO/RC level meetings with donor representatives will also be planned.
- The concerned RC Incharge/Team Leader should appraise the Executive Director after the visit is over.
- If necessary, the Executive Director will arrange a meeting between the donor representatives and the Managing Trustee of CWS.

9.22. LOGISTICS

- All the logistic arrangements for donor visits/guests/programmes/ workshops and related activities are managed by the Admin Officer in CO/RCs in consultation with the respective programme officer/team leader.
- All the booking pertaining to travel, hotel, taxi, etc. will be done by the Admin Officer with the prior approval of the Executive Director/RC Incharge.
- The staff is expected to give their approved plan to the Admin Officer to ensure that the necessary arrangements are put in place.

9.23. CWS WEBSITE & SOCIAL MEDIA ACCOUNTS

- CWS has a very user-friendly website of its own, our website address is www.cwsorg.in
- CWS face book page address is <https://www.facebook.com/cwsngo>
- CWS twitter account is [@cwsngo](https://twitter.com/cwsngo)
- CWS Instagram account is [c_w_solidarity](https://www.instagram.com/c_w_solidarity)



- All the organisational details relating to the Board, Staff, Donors, Projects, RCs, etc. are provided on the website.
- The website is updated on a quarterly basis.
- The annual report and audited statements of accounts are also available on the website.
- The website is maintained by our MIS Officer.

9.24. MANAGEMENT OF INFORMATION SYSTEM (MIS)

- CWS has a separate staff for Management of Information System (MIS).
- All the data pertaining to CWS is maintained with MIS Officer.
- The data is updated as and when the information is fed to the MIS.
- Continuous feeding of information is a must for regular update of our MIS.
- Ideally, the RCs and CO should update the information on a quarterly basis.

9.25. NATIONAL ANNUAL CONSULTATION MEETING (NACM)

- The National Annual Consultation Meeting (NACM) of trustees, staff, partners and other stakeholders of CWS is held every year in the month of December along with the Board of Trustees meeting of CWS.
- The trustees, staff, partner representatives, donor representatives and other stakeholders are invited for the NACM.
- The Meet witness's active participation of delegates from all the six operational States (Andhra Pradesh, Telangana Bihar, Jharkhand, Odisha and Tamil Nadu) of CWS.
- The reporting on programmes, finance and administration, the reporting on the State Annual Consultation Meetings (SACMs), sharing the main achievements and challenges faced during the year, etc. are the regular proceedings of the Meet.
- Also, the NACM provides opportunities for the delegates to discuss and deliberate on emerging development issues and the challenges that the voluntary organisations face while addressing these issues.
- The NACM is held in Secunderabad hosted by the Central Office with support from TRC, and in every second year, it is held at the other four States hosted by the respective Resource Centres on rotation.
- Each RC nominates 10 partner representatives (5 women and 5 men) representing partners, networks, etc. for participation in the NACM during the State Annual Consultation Meeting (SACM).



9.26. STATE ANNUAL CONSULTATION MEETING (SACM)

- The State Annual Consultation Meeting (SACM) is organised by the respective Resource Centres during the months of January– March every year.
- The RC Incharges will be the Convenors of SACM for their respective States.
- The Convenors may nominate co-convenors to help them organise the SACM and do the follow-up.
- The Convenors will finalise the dates, venue and the list of partners and invitees for the SACM.
- Participants for the SACM will be from among the networks, partners, fellows, non-partners, local trustees, PSC members, ex-BOT members and government representatives. Non-partners include government, funding organisations, media, academicians and other CSOs.
- SACM will ensure maximum participation of women. In this regard, the Convenors
 - are requested to encourage the participation of women.
 - invite five participants from each Network, of which three will be women. In case of non-availability of women, the slots may be kept vacant.
 - invite from the Partners, the team leader/CEO or a senior person along with one woman. Again, non-availability of a woman candidate can't be replaced by a male candidate.
 - encourage the CEO/team leader and senior staff from partner organisations to participate in the SACM.
 - invite more women from government representatives and resource persons.
 - ensure at least 50% of women participation from non-partners.
- While reporting on the progress of the ongoing projects is integral to SACM, it is also a forum to discuss and deliberate on State level issues and concerns, and possible civil society response.

9.27. GRIEVANCE PROCEDURE

- The grievance procedure aims to settle grievance quickly and effectively and as near to the point of origin.
- Team members who wish to express any grievance are encouraged to raise it with respective RC Incharges at RC level and with Director – Programs at CO level.
- The respective team leaders will try to solve the grievance as quickly as possible. The discussion will be held in strictest confidence. If the grievance is not solved, the matter may be referred to the Executive Director.



- When an issue is being raised on behalf of a group of team members, then the same procedure as mentioned above will be applicable.
- When an issue involves the team leaders, then the matter will be referred to the Executive Director.
- When it involves the Executive Director, it is referred to the Managing Trustee.
- In some circumstances, it may not be appropriate for a team member to discuss his/her grievance with the Team Leader/Executive Director. Grievances relating to harassment would fall into this category, and the team member is advised to approach the SHCC.
- It is expected that a sympathetic understanding is applied to the resolution of any personal problems.

9.28. MISCONDUCT / DISCIPLINARY PROCEDURES

- As in any other organisation which employs people, it is necessary to set out guidelines which provide guidance to team members covering their behaviour at work.
- Whilst in most cases, the observance of these guidelines will not present any difficulties, there may occasionally be problems which may be required to be dealt with on the merit of the situation.
- Moreover, it should be appreciated that the use of formal procedures is a serious matter, and it is hoped that situations that may arise can be resolved without using formal procedures. Therefore, every effort should be made to resolve difficulties in team member relationship without having to use formal disciplinary procedures.
- In cases of below standard work performance, unsatisfactory attendance, misconduct or difficulties that may arise in relationships which have an adverse effect on the achievement of CWS objectives, the disciplinary procedure will attempt to discuss the matter at an individual level. The team leader will arrange a joint discussion during which the nature of the problem is made clear and the reasons for it explored. The objective should be to assist in the resolution of difficulties.
- For minor offences, oral communication may be given, and the team leader should record that oral communication was given. Recurrent oral communication for minor matters would lead to the use of formal warnings. It should always be made clear to the team member that oral communication has been given and is being recorded in the team member's personnel file.
- The team member should be given the fullest opportunity and encouragement to state his/her case.



- When the use of a formal disciplinary procedure is unavoidable, the team leader should establish and record facts promptly and take into account the statements of any available witnesses.
- A written record of investigation and disciplinary meetings must be made and documented in the team member's personnel file.
- The team leader would do the following:
 - interview the team member
 - inform the team member of the complaint against him/her
 - tell about the proposed disciplinary action
 - advise about the team member's right to appeal against the proposed disciplinary action.
- If the Executive Director decides that disciplinary action should be taken, then this may consist of one or more of the following:
 - verbal warning
 - formal reprimand (written warning)
 - corrective action such as training, any other help, etc.
 - withholding future increments
 - termination of service
- The seriousness and nature of the incident and the team member's previous employment record will determine the severity of action to be initiated.

9.29. DISCIPLINARY ACTION

- Disciplinary action is clearly a very serious action, and it is not easy to generalise about the sort of situation, which would justify it being taken.
- The following examples are intended to provide guidance to team members on the issue, but they cannot cover every possible circumstance which would lead to disciplinary action being proposed as appropriate action.
 - Persistent failure to perform effectively the job for which the team member has been recruited, despite warnings and attempts to achieve an improvement
 - Refusal to comply with proper instructions
 - Difficulty in maintaining good working relationships with other team members
 - Theft, unauthorised use of CWS property, theft of the property of a fellow team member while on duty, serious negligence or deliberate misuse of CWS equipment or property.



- Fraud or any attempt intended, including dishonesty in expense vouchers, bills, etc.
 - The unauthorised disclosure of confidential information which may or may not damage CWS interests.
 - Gender or caste or racial discrimination or harassment
 - Indecency at work, or being incapable of work because of the influence of alcohol or drugs.
 - Physical assault on any team member.
 - Unauthorised absence without due cause or persistent absence for whatever cause and persistent bad timekeeping.
 - Repeated misconduct/indiscipline/disobedience to CWS norms
 - Disrespect to CWS values, ethos and organisational culture, etc.
- Summarily, when the situation is so serious so as to constitute gross misconduct in the service of team members, disciplinary action will be initiated.

9.30. RESIGNATION, TERMINATION OF SERVICE AND RETIREMENT

- Any team member who wishes to leave the services of CWS shall do so after giving a notice of one month.
- Any team member who desires to be relieved forthwith or without notice shall pay or forgo (as the case may be) one-month salary to CWS.
- The service of a regular team member shall be terminated with a notice of one month or one-month salary in lieu of notice, after recording the reasons in writing.
- The service of a temporary team member may be terminated with a notice of one month or one-month salary in lieu of notice or on completion of the temporary exigency of work/assignment/period of employment.
- The age of retirement shall be 60 years with an extension of up to 5 years based on yearly performance review or specified in the letter of appointment.

