

Standard Operating Procedures  
for  
Field Offices  
Civil Society Human & Institutional Development Program  
CHIP

January 2016

**Reference Documents**  
Employee Service Rules ESR July 2016  
Administration Policies and Procedures Manual September 2015  
Procurement Policies and Procedures Manual September 2015

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These standard operating procedures have been developed to ensure all field offices are opened, run and closed as per standard procedures. This document is an integral part of the following mother documents:

1. Employee Service Rules
2. Finance Policy and Procedures
3. Administration Policies and Procedures Manual
4. Procurement Policies and Procedures Manual

## **1. Employee Service Rules**

### **1.2 Punctuality**

Every Person is required to be punctual to discharge his duties prescribed by the Company for him. No Person (except Consultants) may absent himself from the premises of the company during working hours without the knowledge and authority of their immediate superiors. In case of absence through sickness, persons should ensure that word is sent to the Company as soon as possible and a Doctor's Certificate stating the reason for incapacity must be delivered to the Company upon resumption of duties. Any employee with disability or female with children under 18 months may apply for flexibility to the competent authority who may decide favorable on a case-to-case basis.

### **1.2 Attendance**

All persons must strictly observe office timing as notified by the Company

### **1.3 Efficiency**

Every Person shall be required to perform his services diligently, lawfully, honestly, and faithfully to the best of his ability and shall make his best endeavor to promote the interest of the Company.

### **1.4 Professional Secrecy and confidentiality**

Every Person will maintain professional secrecy and will not disclose/discuss any corporate matter, which is confidential. Breach of this professional secrecy will be punished by serious disciplinary measures, which may include dismissal as well as legal action.

### **1.5 Attire and Appearance**

Employees' dressing must be appropriate to the nature of position held or job performed by them. All Persons should dress tidily, neatly and appropriately during office timings. Slippers, rubber/track shoes, shorts and T-shirts are not allowed.

### **1.6 Working Days and Hours**

Normal working hours are from 8.30 am to 5.30 p.m. with one hour lunch break from 1.00p.m. to 2.00 p.m., five days a week. Office generally remains closed on Saturdays and Sundays. The average working time is 40 hours per week.

## **2. Administrative Procedures**

### **2.1 Operational Planning and its Approval**

All the proposed plans for activities to be conducted by the field offices during the quarter should be presented by the field coordinators earlier to the quarterly meeting for approval of project coordinator. These planned activities will be presented to Manager Programme for approval in the quarterly meeting. Manager Programme will approve the activities with or without alterations in plan. The Field coordinator will arrange the activities with respect to dates and will also be responsible for expense projection of each activity. Field coordinator is required to submit the expense projection and the activity schedule (inclusive of all related details of activity, participants' data and etc.) one week prior to implementation of activity for approval of project coordinator. No expense for the particular activity made prior to approval will be regarded or reimbursed. Revision/adjustment in approved activities will be subjected to the approval of Manager Programme once again.

### **2.2 Financial Projections for Routine Activities**

The field office in charge is required to present the financial projection for the month a week earlier to month start. However, in case cash in hand is exhausted before the expected date the request for additional cash along with breakup of expense should be submitted to Project

coordinator. The field office in charge will forward the request to finance department who may take a week's time in approval and transfer of payment as per requested. Keeping the smooth operations in view the field office in charge should forward analyze the need for additional cash and forward request prior to exhaustion of cash in hand (below the limit of Rs.50,000/-)

### **2.3 Correspondence of field Offices with Admin/Finance**

Any correspondence of field office with admin and Finance should be done directly by keeping the CEO, Manager Programmes and respective Project Coordinator in loop.

### **2.4 Usage of Office Vehicle**

The office vehicle should strictly be used only for official purposes. Any fuel consumption, maintenance, theft or damage would be the responsibility of field coordinator in case the vehicle is being used for personal use and brought to notice. The vehicles hired /purchased for the field offices are not for pick and drop service of the staff however if the staff is forced upon staying late it can be used.

### **2.5 Maintenance of Office Vehicles and Motorbikes**

The office in charge / vehicle supervisor shall be responsible to ensure regular services and maintenance of the vehicles and update of logbook and fuel consumption records.

- Any service or repair to be carried out on the office vehicle must be duly authorized by the section / officer in charge prior to undertaking services / repairs.
- In the event of an accident the concerned driver shall immediately inform the office responsible and help in completing the accident report form. (Annex-I)
- The concerned office is to take appropriate action in the reporting of the accident, in the case of field offices, first to Head Office and then to the traffic police. The Head Office will inform the insurance company and process the formalities in getting the vehicle /motorbike repaired.
- Only a person having valid driving license and expressly authorized by the responsible office / section in charge is allowed to drive office vehicle / motorbike. The regular driver shall be issued with such authority letter, which shall be valid for 6 months at a time.
- All office vehicles are to be no smoking area, at any time, both for passengers as well as drivers.

### **2.6 Vehicle Checklist**

The concerned officer will check the vehicle, using the appended checklist, fortnightly and write his / her remarks on the logbook, along with the date of repairs and / or change of any parts. The checklist to ensure proper road worthy condition of the vehicle:

- a) Battery water
- b) Engine Oil
- c) Brake Oil
- d) Radiator
- e) Brakes
- f) Gears
- g) Headlights
- h) Indicators
- i) Reverse Gear Light
- j) Brake Light
- k) Tyres (all five)
- l) Body of the vehicle (general condition)
- m) CHIP Logo sticker is pasted at door
- n) Emergency equipment
- o) First Aid kit

## **3. Procurement Procedures**

### 3.1 **Purchase of Supplies**

General supplies includes office stationery, consumable and miscellaneous items required for office use. Request from for required material is required for further proceedings. It is responsibility of concerning person to ensure;

- Price Comparison
- Documentation
- Approval from concerned person
- Purchase of items
- Up keep of Records

### 3.2 **Procurement Procedure for Infrastructure Related Projects**

CHIP field offices facilitate the community mobilization process in remote villages and organize communities into Village Coordination Committee and or Community Organization (VCCs/COs). Also helps them analyze their communal problems, prioritize and prepare village development plans accordingly. VCCs/COs also identifies sources, which can be contacted for acquiring resources for the implementation of village development plans.

During one of the meetings, VCC/CO identifies the need for construction/rehabilitation of infrastructure related project(s) as per their village development plan. The meeting passes a resolution, which has to be signed, by at least 70 % of its executive body.

#### 3.2.1 **Resolution**

The resolution includes the following:

- Type of proposed infrastructure related work
- Location of proposed infrastructure related work
- Land ownership where proposed infrastructure related work needs to be done
- Possibility of transfer of land ownership in the name of VCC/CO for public welfare
- Number and type of direct beneficiaries from the proposed infrastructure related work
- Signatures of at least 70 % of its executive body members

Once the resolution has been passed, the designated VCC/CO representative arranges for the affidavit, which stipulates land transfer in the name of VCC/CO for public welfare. The affidavit is to be attested by relevant government land transfer agent (PATWARI).

The original resolution is to be submitted to the UCMBO while copy is retained by VCC/CO. The UCMBO executive body develop consensus for its implementation and submits this to CHIP field office for necessary action.

CHIP field office verifies the application on the basis of baseline/situation analysis survey and if it is in alignment with the baseline/ analysis report, CHIP field office asks VCC/CO through UCMBO to submit a formal written resolution-requesting CHIP to facilitate implementation of the requested infrastructure project. It is mandatory that the resolution be endorsed by at least 70% members of requesting VCC/CO.

On the basis of resolution by VCC/CO, UCMBO is asked to prepare and submit the village profile and map according to an already approved format to CHIP field office. Which further submits this to Project Coordinator for arranging for technical help and cost estimates of the proposed infrastructure project.

If CHIP already has a full time civil engineer available than the technical proposal and cost estimates are prepared by him and if CHIP does not have a civil engineer available than services are hired for the said task of technical feasibility. (The technical feasibility includes: lay down design, list of required materials including specification of local materials with specification of quality and quantity.)

The technical feasibility is submitted to procurement department of CHIP to identify vendors and collect quotations with complete transportation, loading and unloading costs etc. The procurement

department prepares the cost estimates and shares it with the civil engineer who guides the procurement department if any adjustments/revisions are needed. Procurement department shares the final technical proposal and cost estimates with the concerned Project Coordinator.

The Project Coordinator shares the cost estimates with the finance department of CHIP, who reviews and confirms if the budget is available to implement the feasible project and shares this again with the Project Coordinator. The Project Coordinator shares this further with CHIP field office.

### 3.2.2 Responsibility of Field Office

CHIP field office shares the technical feasibility and cost estimates with the VCC/CO to acquire consensus on:

- (a) Technical design
- (b) Estimated costs
- (c) List, quality and quantity of materials to be used
- (d) Amount and type of community contribution to be made
- (e) Participation in the procurement process

If there is any constructive feedback of the community on the technical design, it is to be incorporated in the final layout. If there is any change in the quantity and quality of the required materials then updated technical design needs to be shared with procurement department for re-calculating financial costs. The revised final financial costs are then reconfirmed from finance department in relevance to the availability of budget. The final technical design and estimates are shared with CHIP field office for onward sharing with UCMBO and VCC/CO.

CHIP field office forwards the final design and final cost estimates to UCMBO and VCC/CO and sign Memorandum of Understanding to endorse the following:

- a. Final technical design
- b. Final cost estimates
- c. Final list, quality and quantity of materials to be used
- d. Amount and type of community contribution to be made. CHIP field office facilitates VCC/CO in arranging the community contribution and its documentary proof
- e. Participation in the procurement process. A procurement committee be formed which comprises of one person from VCC/CO, one person from UCMBO, one person from CHIP field office and one person from CHIP head office.  
Once the MoU has been signed and above mentioned documents have been endorsed with all necessary action under point c and e, CHIP field office submits the complete file containing the following documents to their respective Project Coordinator to coordinate the official approval process.

### 3.2.3 Official Approval Process

A formal material request form containing final list, quality and quantity of materials for the procurement

- a. Village profile
- b. Village map
- c. Technical design
- d. Cost estimates
- e. Resolution by the community
- f. Proof of community contribution
- g. Photos of pre-construction situation
- h. Type and number of direct beneficiaries with specific information about benefits to women, elderly, children and disabled.

The Project Coordinator submits the file to Procurement Department for further processing. The procurement department forwards the complete file to CEO for final approval. The approval is communicated to the Project Coordinator who further communicates this to CHIP field office, who is to fix a date and availability of procurement committee for actual procurement.

If total estimated cost is above PKR 20,000 then the procurement committee collects at least three quotations from three different vendors/suppliers and a comparative statement is prepared and recommendations are made on the basis of the received quotations. If the estimated cost is above PKR 20,000 then the comparative statement is shared with the CEO and approval is sought. If the estimated cost is below PKR 20,000 then the procurement committee purchases the required materials as per specified quality after surveying the market and acquiring competitive price.

Purchase order mentioning all the terms and conditions / specifications / payment schedule and timelines etc. is issued to selected vendor for supplying the requested/required material. The vendor supplies the material as per specified quality and quantity and gets the signature on three copies of delivery note (one copy for vendor's own record, one copy for CHIP head office and one copy for VCC).

The procurement committee members of respective VCC/CO receive the supplied material and also sign the delivery note. CHIP field office is to visit the area and verify the quality and quantity of the supplied material and send a confirmation note to Procurement Department in  
The vendor submits the bill of the supplied material along with the copy of delivery note to CHIP field office for the release of payment. CHIP field office is to undertake site visit(s) and get feedback from UCMBO and VCC about the quality and quantity of materials. CHIP Field Office requires to take a no objection note from UCMBO and VCC/CO and to insert its comments on the note as well.

#### **3.2.4 Process of Release of Payment**

CHIP field office is required to submit the following documents to Procurement Department for arranging the release of payment:

- (a) Bill
- (b) Delivery note
- (c) No objection note by UCMBO, VCC/CO
- (d) Site visit observations as a confirmation against no objection note of UCMBO, VCC/CO

The Procurement Department analyzes the above documents, compares the bill with the purchase order, approved design, cost estimates and forward the file to finance department for arranging approval.

Different technical persons like civil engineer, internal auditor and finance department are to conduct monitoring visits to verify the quality and quantity of the material. Civil Engineer undertakes visits to extend technical guidance and ensure quality of construction and timely completion of the project.

Project completion report is to be prepared by CHIP field office in consultation with UCMBO and VCC/CO and submit this to Project Coordinator in CHIP head office to arrange for the release of payment to vendors if any payments are pending.

## **4. Field Office Closure Policy/Procedure**

This policy is being introduced for closing of any Field Office on completion of the project/s or any other reasons. Following procedure would be adopted:

### **4.1 Office Record**

- All Office Records in hard and soft form after proper scrutiny will be shifted to Head Office. Head Office will decide its further disposal/retention.

- Scrutiny at Field Office level will be done by a committee under the supervision of Manager Projects. Other members in the Committee may be the respective Field Coordinator/Office In charge, Project Coordinator and a representative of Finance and Administration Section.
- All records will be handed over to the person authorized by Head Office.

#### **4.2 Fixed Assets**

- All fixed assets (Computers, Furniture and Fixture, Office Equipment etc.) excluding vehicles, having Nil book value may be auctioned among the respective Field Office staff members or donated to some local organization, CCB, CBO, WO etc. on the recommendations of the Disposal Committee headed by C.E.O.
- Assets having book value will be shifted to Head Office or any other Field Office on requirement basis.
- In case assets are not required at Head Office or any other Field Office, these will be auctioned at Field Office level among staff members or in the local market.
- A cost benefit analysis will be carried out for the items to be shifted to Head Office or any other Field Office (in connection with transportation charges, storage space etc.).
- Assets will be shifted/handed over/delivered/transferred as per attached Delivery Note-Annex-2

#### **4.3 Stationery Items**

- All usable stationery items will be donated to some local organization.
- All stationery items will be handed over/delivered/transferred as per attached Delivery Note-Annex-2.

#### **4.4 Staff**

- Staff members of the respective Field Office will be informed well before the closure of the office through Job Conclusion Letters attached as Annex-3.
- Any of the staff members of the respective Field Office might be offered employment against any vacant post at Head Office or any other Field Office if their performance and skill set matches with the vacant post at the sole discretion the Chief Executive Officer.
- Staff members who are not to be adjusted against any vacant post at Head Office or any other Field Office will be given proper written notice of completion of their job as defined in their respective job agreements through Job Conclusion Letters attached as Annex-3.
- Final Settlement of Accounts (FSA) of the staff member will be prepared after completion of all assigned tasks. Manager Projects will issue a No Objection Certificate (NOC) Annex-4 to Finance Department for release of the dues (Gratuity, last month salary, Medical bills etc.).
- Finance department will prepare final settlement of dues as per Annex-5 for internal approval and final settlement letter as per Annex-6.

#### **4.5 Communication**

All concerned organizations will be informed about the closure of the Field Office as per attached Annex-7.

#### **4.6 Services**

##### **4.6.1 Utility Services / Bills**

- All utility bills (Electricity, Telephone, Gas, Water etc.) will be paid and a copy of these bills (for last month) will be attached with the letter of handing over to the building owner /Lessor.
- Proper acknowledgement/receiving of these bills will be taken from the building owner /Lessor for office records.
- Before handing over of the premises all Telephone/fax lines will either be closed down or handed over to the building owner /Lessor.
- WAPDA, PTCL, SUI Gas departments will be informed as per attached Annex-8.



#### 4.6.2 Rent

- Building rent will be paid as per lease agreement and proper acknowledgement/receiving will be obtained from the building owner /Lessor.
- Lease Agreement termination letter will be issued to the building owner /Lessor as per Annex-9.

#### 4.6.3 Hired Vehicles

- Vehicle rental will be paid as per rental agreement and proper acknowledgement/receiving will be obtained from the vehicle owner.
- Vehicle Agreement termination letter will be issued to the vehicle owner as per Annex-10.

#### 4.6.4 Bank Account

- Bank account being maintained at Field Office will be closed within one week of the closure of the Field Office.
- Bank reconciliation statement for the last month of the operations will be prepared and any un-presented cheques will be cleared before closure of the bank account.
- Any balance available in the bank account, after clearance of all issued cheques will be transferred into the CHIP Operational bank account.
- Concerned branch Manager will be informed about the closure of the bank account through a letter as per attached Annex-11.
- After closure of the bank account unused leaves of the cheque book will be crossed/shredded/destroyed.

#### 4.6.5 Partner Organizations

- All partner organizations will be invited for a joint meeting by the respective Field Office In charge during the last week of office closure.
- A formal word of thanks for their cooperation by the representative from head office and field office.
- The finance and administration representative will collect verification letters regarding pending dues as per Annex-12.
- All financial matters will be settled in writing there and then during the meeting with partners.

Some Annex 3-12 are not annexed in this document due to internal policy.

**Annex 1: Accident Report**

Date of Accident

Model of Car

Make of Car

Chesis Number of Engine

Name of the driver

Description of the accident in key points with complete explanation of the cause of accident

Conclusion of the main description of the accident in one sentence about responsibility of the accident

Description of the damages done to the vehicle in points

Verified by the field office Incharge

Name\_\_\_\_\_ date\_\_\_\_\_ Signature\_\_\_\_\_

Verified by the local vehicle repair mechanic

Name\_\_\_\_\_ date\_\_\_\_\_ Signature\_\_\_\_\_

**Annex 2: Delivery Note**

**Delivered To:**

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**From:**

Civil Society Human & Institutional Development Programme (CHIP) CHIP House, Plot No. 05 (Fayyaz Market) Street No. 09, Opposite National Institute of Rehabilitation Medicine G-8/2, Islamabad PAKISTAN
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D.C #	
Date	

Detail of item delivered is as under:

#	Item Description	Qty	Inventory Code	Remarks

Received The Above Item(S) In Satisfactory Condition. <b>SIGNATURE OF THE RECIPIENT</b>
<b>NAME:</b>
<b>DATE OF RECEIVING:</b>

Authorized By: _____ Signature: _____ Delivered By: _____ Signature: _____ Date of Delivery: _____
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