



Civil Society Human and Institutional Development Programme

A Company set up under Section 42 of the Companies Ordinance, 1984

Administration Policies and Procedures Manual

Effective 1 January 2005

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1. General

The administration manual has been developed by keeping in mind requirements of employee with and without disability. At the time of application and recruitment process, all candidates are expected to declare their special requirements related to disability, gender or any other which are stated in all formats.

1.1 Short Title

This document will be called the CHIP Administrative and Procurement Policies and Procedures.

1.2 Commencement and Application

These Policies shall deem to have come into force with effect from 1st January 2005 (except where noted otherwise). These policies shall supersede all previous policies, rules and/or regulations relating to the subject matter of this document

1.3 Definitions

In these rules unless there is any thing repugnant to the subject or context:

- 1.3.1** *Company* means Civil Society Human and Institutional Development Programme, a company registered under Section 42 of the Companies Act.
- 1.3.2** *Competent Authority* means the Board of Directors of the Company or any person to whom powers are delegated by the Board of Directors.
- 1.3.3** *Executive Director* means an employee of the Company who is also a member of the Company's Board of Directors.
- 1.3.4** *Employee* means full time confirmed employee of the company on monthly salary and includes all Managerial and Non-Managerial staff.
- 1.3.5** *He / his / him* refers to both the masculine and feminine gender.
- 1.3.6** *Contract Employee / Consultant* means any individual working for the Company who is not an Employee/Probationer/internee, and whose terms and conditions of employment are primarily governed by his terms of contract in addition to the relevant Clauses of these Rules.
- 1.3.7** *Person with and without disability* means Employee, Probationer, Contract Employee, Consultant and Internee working in the company or paid wages by the Company.
- 1.3.8** *Year* refers to the July- June period, unless specified otherwise.

1.4 Right of Amendment and Interpretation

All policies governing the operations and conduct of CHIP are subject to review, addition, deletion, variation, perception and revocation by the Competent Authority at its sole discretion and upon such review, addition, deletion, variation and revocation by the Competent Authority it shall be binding on all Persons. Such amendments may be communicated to Persons by a general circular or by any other means of communication as the Competent Authority may decide. All questions, disputes and ambiguities regarding the implementation and interpretation, of these Rules shall be referred to the CEO.

2. Hierarchy

The hierarchy of the Company shall be as follows:

- a. The supreme policy making and operations controlling body of the company is the Board of Directors. The detailed functions, powers, authority, rules of business, and obligations of the Board of Directors are as contained in the Company's Articles of Association.
- b. The Board has already delegated, or may delegate, any part of its functions, powers and authority, to company's Chief Executive Officer who will in general be deemed to be responsible for all operational matters. A detailed job description has been issued to CEO, which is attached herewith and constitutes part of the administrative and procurement policy (Annex 1). The present organogram of the Company is given in

Annex 2

3. Specific Responsibilities Of Employees

The Company shall prepare Job Descriptions for each staff member. Current job descriptions for all officers of the Company are given in Annex 3. These can be revised at the discretion of the Competent Authority from time to time. A copy of the job description shall be provided to the official concerned. He/She shall also be asked to sign another copy, which shall be retained in his/her personal file.

3.1 Terms of Reference of Different Departments of CHIP

3.1.1 Terms of Reference of Finance Department

- Organizational Financial Report (reconciled)
- Monthly/yearly Income tax working and submission
- Organizational cash flow forecast
- Follow requirements and deadlines of SECP and ensure compliance
- Payments of DSA to board members immediately after board meetings
- Prepare bank reconciliation and report of Bank position on monthly basis
- Keep a record of received cash from different sources
- Monthly/yearly Income tax working and submission
- Keep a record of tax matters
- Regular update of inventory list whenever there is addition or deletion
- Assets and Inventory coding, and quarterly physical verification and reporting discrepancies if any
- Vouchers preparations
- Posting (ACCPAC)
- Cheque preparations
- Timely processing of Invoices
- Ensure compliance to internal controls at head office and field office level
- Verification of bills according to the internationally required standards
- Internal controls at head office and field office level including safety of cheque books, petty cash, cancellation of invoices)
- Verification of bills according to the internationally required standards
- Prepare budgets for future projects
- Facilitate staff in preparing budget projections
- Book Receivables
- Prepare chart of account and get an agreement of the concerned staff who has originated the budget and proposal
- Keep a copy of signed agreements at all times
- Prepare financial reports of all projects on monthly basis for internal review
- Prepare financial report as per requirements of donors and submit it as per dead lines
- Prepare cash flow of all projects with its bank reconciliation on monthly basis.
- Prepare cash flow of organization
- Submit invoices to donors before shortage of cash in hand
- Facilitate project team in preparing projections
- Release projection as and when requested
- Timely updates of insurance and final settlements of staff

3.1.2 Terms of Reference of Procurement/Admin and MIS Department

- Arrange Travel /logistics of staff
- Arrange installation, maintenance and billing of telephone lines
- Submission of all utility bills

- Install and maintain exchange system, fax, emails
- Maintenance and cleaning of office requirement and building
- Keep checking filling of vehicle /log books
- Ensure maintenance of generator
- Arrange for the entertainment/refreshment of official visitors
- Store management (meal , stationary)
- Issuance and record keeping of office equipment
- Inventory control and management (system of repair, maintenance and issuance)
- Ensure selection of qualified vendors
- Agreements with suppliers and clients (head office and field office)
- Ensure maintenance of IT-computer service
- Ensure Insurance of all capital assets and its regular payment of premium
- Adherence to internal administrative polices
- Responsiveness to requests of staff, clients and partners for purchasing and issuance of materials
- Ensure office security (guards, camera recording updates)
- Cost efficient purchasing of office assets, equipment, capital items according to policies procures
- Capacity building of programme staff in head office and field office in financial management.
- Timely emails and letters to field offices and clients
- Timely preparation of agreements and timely payments of suppliers at field office and head office level
- Timely preparation and sharing of meeting minutes with the field office and clients
- Monthly field visits to field offices, timely preparation of field visit reports and its follow up on regular basis
- Feedback from the clients, auditors and field staff regarding general attitude and willingness to cooperate while maintaining the organisational interests/credibility

3.1.3 Terms of Reference of Human Resource Department

- Personnel files (documentation, leave, resignation, termination, agreement expiry etc.)
- Regularly maintain personnel files
- Share copies of personnel related matters with all concerned
- Advertisement for any vacant posts
- Collection of CVs and its listing for review
- Development of shortlisting criteria and preliminary shortlisting
- Formation of an interview panel and participate in the interview process
- Record keeping of assessment process
- Preparation of offer letter and employment agreement finally selected candidates
- Preparation of an orientation plan and induction pack according to the job description
- Facilitate orientation process of all new staff
- Identify training opportunities and circulate it to concerned department
- Arrange for application of staff members selected for the training
- Collect training materials and training report
- Arrange for an internal de-briefing by training recipients.
- Facilitate process of verification of payroll through all concerned departments and regions
- Record daily attendance of staff members
- Maintain Leave record

3.1.4 Terms of Reference of Monitoring and Evaluation Department

- Coordinate and consolidate organisational programme and strategic planning in a comprehensive manner;

- To participate in the annual planning and budgeting process, with particular reference to the area of their assignment at CHIP;
- Plan, conduct, analyze and document the research on analytical topics.
- To identify, evaluate and shortlist potential research and dissemination partners within academia, civil society organizations and Governmental entities, and maintain a reference roster for presentation to the CEO on demand.
- Develop need based research proposals to seek research grants in line with the CHIP's overall direction.
- To collaborate with, contract or invite such research partners as may be approved by the CEO to conduct original research on areas of interest pertaining to development topics and provide it for publication and dissemination through appropriate channels.
- Develop an organizational monitoring system of CHIP.
- Develop an understanding of all projects being implemented by CHIP.
- Undertake monitoring visits to CHIP field offices and partners to monitor the projects at outcome, output and activity level.
- Conduct and compile outcome monitoring of projects reports.
- Conduct and compile output monitoring of projects reports.
- Conduct and compile activity-monitoring reports.
- Collect data, learning and case studies in line with the approved project proposals.
- Coordinate donors' visit to partners' field offices and communities.
- Develop formats and templates for collecting analytical information from other departments.
- Plan and execute an organizational data base system for recording facts and figures of outreach, outcomes, outputs of projects being implemented by CHIP.
- Facilitate internal evaluations and reviews of projects being implemented by CHIP.
- Coordinate external evaluations of projects being implemented by CHIP.
- Develop knowledge management system for CHIP
- Develop organizational discussion papers for dissemination of learning.
- Compile organizational and projects learning and case studies for wider sharing and its timely submission to the CHIP website.
- Develop organizational progress reports.
- Compile photographic and video documentation of projects being implemented by CHIP.
- Produce newsletters and regularly update website content with current information about the CHIP members' performance and examples of good practice, under supervision of CEO.
- Assist in regular promotion and marketing of CHIP through media (print and electronic), seminars, and publications.
- Participate in organizational activities as needed, such as planning, website up gradation, and fund raising meeting preparation.

3.1.5 Terms of Reference of Programme Department

- Management, implementation and coordination of projects;
- Establish assigned projects as a knowledge management hub of the organization;
- To undertake reporting and documentation tasks for inclusion in CHIP publications, outreach materials, newsletter, website etc.;
- To advise the DP/CEO on issues relevant to CHIP, especially those arising from effectiveness of policies, procedures and systems, and ways to optimize them.
- Streamlining project operational guidelines and strategic input to problem solving;
- Product innovation on regular basis
- Develop innovative project ideas/proposals in line with the CHIP's overall direction for seeking sponsorships
- Develop operational plans of projects for submission within the organisation and to donors

- Assist Project Coordinators and field offices in preparing their operational plans (project and financial) of projects
- Identification and selection of prospective partner NGOs and organizational and need assessment of potential NGO.
- Proposal development and partnership agreement with prospective partner NGOs.
- To participate in the annual planning and budgeting process, with particular reference to the area of their assignment at CHIP.
- Support other departments in developing project proposals at various levels.
- Ensure that projects are implemented according to the agreed plan (programme and finance).
- Deadlines for the accomplishment of project milestones are met.
- Quality of project is satisfactory for all stakeholders especially communities, donor, local government and CHIP.
- Ensure that projects do not create any dependency among community members.
- Ensure that project implementation approach complements ideology of CHIP i.e. national development through local institution and human resource building with positive values.
- Design monitoring and evaluation system for assessing performance of PMI department including performance of project coordinators, field offices and its respective partners/clients.
- Coordination and consolidation of department's Yearly Plans of Operations and performance indicators.
- Coordination and consolidation of department's progress reports including progress reports of projects and documentation of learning and case studies as success stories of interventions of PMI department.
- Monitoring and evaluation of ongoing projects through regular field visits and; sector wise progress and experience sharing meetings and any other tool.
- Coordinating and facilitating monitoring meetings with NGO partners and review six monthly reports and provide feedback.
- Conducting and coordinating the internal and external reviews and evaluation of projects.
- Develop strategy for promoting networking and coordination among the primary stakeholders of projects.
- Develop Network and synergies between partners and stakeholders under each project.
- Extend its services to other departments of CHIP wherever required.

3.1.6 Terms of Reference of Internal Auditor

- Random checks on petty cash on a monthly basis.
- Random checks on the status of cash advances to different staff members and field offices on a monthly basis.
- Random checks on the inventory and financial reports and its reconciliation.
- Review bank reconciliations and feedback finance department for its better reporting.
- Review income and expenditure report of CHIP.
- Keep a regular check on due diligence on all CHIP documents and reports in order to assure compliance with CHIP policies, rules and regulations and operating procedures.
- To keep a regular check on all disbursements in fulfillment of CHIP contractual obligations when compliance is established and as directed by the CEO within the framework of CHIP's CHIP policies, rules and regulations and operating procedures.
- To keep a constant check on administrative accountability standards to all internal CHIP transactions and immediately notify CEO in case of variance or non-compliance.
- To keep a constant check on selection of service providers, consultants or contractors as may be required by CHIP undertake financial, logistical, and legal services, including financial controls and external audits.
- Coaching and counseling sessions against the laid down job description of each staff working in finance department of CHIP as per SOPs of CHIP.
- Internal control checks on the following:
 - Bank reconciliation

- Petty Cash
- Payments and receipts to vendors
- Inventory etc.

4. Committees

4.1 The company may create committees from time to time and assign specific responsibilities to them. Principally the following two types of committees may be formed:

- a. Committees to be formed by the Board of Directors. These can be formed through passing a simple resolution at any meeting of the Board of Directors. The resolution shall specify the composition, functions, powers, business rules and obligations of any such committee. Examples of such committees are Audit Committee, Remuneration Committee, Nomination Committee (for seeking new directors upon expiry of tenure of any director of the company), etc.
- b. Committees to be formed by the CEO. These will essentially be formed to assist various managers in their operational matters, or to resolve dispute, or solve an issue pertaining to more than one department, or to attend to a special task, etc. CEO can form such committees by issuing an office order, detailing the composition, nature, function, powers, business rules, authorities and obligations of any such committees.

4.2 Some of the committees to be created by the Board of Directors may be permanent in nature (for example Audit Committee, Remuneration Committee) while others may be formed for a specific purpose at the attainment of which they may be discontinued (e.g. Nomination Committee to be formed upon resignation of a director, assigned with responsibility of finding a suitable replacement).

4.3 Similarly, some of the committees to be formed by the CEO may be permanent in nature (for Programmes Committee, Budget Committee, Fixed Assets Purchases Committee, Disciplinary Committee) while others may be formed for a specific purpose at the attainment of which they may be discontinued (e.g. Investigation Committee formed to inquire into a disciplinary matter, Grievances Committee formed to look into a particular grievance).

5. Meetings Of Various Committees

5.1 Programme Committee meetings shall be held at least twice a year. Such meetings shall discuss the progress/financial reports and operational plans of different projects of CHIP.

5.2 CHIP staff meeting is held as and when required to discuss matters related to office work and operations.

6. Grievances

It is policy of CHIP that all employees shall have a right to seek redress for grievance relating to their employment. The steps involved are as follows:

6.1 Stage 1

In the first instance the employee should request a meeting with his/her Section head and try to resolve the matter. The employee may if he/she so wishes were accompanied by a person of similar status to help present the case.

6.2 Stage 2

If the matter is not resolved at stage 1, the employee should register the complaint in writing within one week of the meeting outlined in stage 1 with the head of CHIP Management Unit (CMU), which is the Chief Executive Officer. The decision of the CEO taken in consultation with section heads shall be final. A serious matter or matters pertaining to sectional heads may directly be referred to the CEO, if deemed necessary by the employee. Copies of all relevant materials under stage 1 and 2 shall go to the personal files of the employee.

7. Information Management

7.1 Filing System

CHIP filing index is based upon its activities. System is divided into CHIP operations/policies, office material and utilities, partner NGOs, donors, documentation, workshops/consultancies, other organizations. An updated filing index is available with all staff members.

7.2 Information System

CHIP has following electronically stored information available:

- a. List of consultant
- b. Library Index / inventory.

7.3 Correspondence and Inquiries

CHIP, as a matter of policy, shall answer all relevant queries. All letters are replied to and a record is kept for future reference. Where possible, standard format of replies may be used for routine replies. The mode of dispatch depends upon the material to be mailed and urgency of the matter. Generally the following airmail, courier, registered mail can be adopted depending upon the place, importance of the document and urgency of the matter. The department sending the letter shall prescribe the mode of dispatch. Receipt and Dispatch register to be maintained at reception.

8. Gender and Disability Equity

The prime objective is to promote gender and disability equity, women's and employee with disability's access opportunities to enhance their income and participation in local development scene. The policy is based on the recognition of the fact that inequalities between women and men, Person with and without disability continue to persist and grow in our society, making gender and disability discrimination one of the most widespread forms of exclusion. The following factors drive our work:

- a. Gender and disability equality is embedded in human rights.
- b. Gender and disability equality through the empowerment of women and men with and without disability is critical for good governance.
- c. Women and men with and without disability's dynamic contribution to society as individuals, workers and citizens are critical for sustainable development.
- d. Empowerment of disadvantaged groups (disabled and women are by far the disadvantaged group in our society) is a key strategy for poverty alleviation and social change.
- e. The situation of women and persons with disability in Pakistan deserves greater attention; any programme or strategy that fails to pay adequate attention to gender equality is likely to have less than desirable impact on human and institutional development of the country.

8.1 Guiding Principles for Promoting Gender Equity

8.1.1 Gender and Disability Awareness Analysis

All our programmes and strategies are based on gender and disability awareness analysis. When we draw, evaluate, or revise our programmes, we ensure that the process takes due regard of gender and disability awareness. We firmly believe that no context is entirely free of gender and disability biases. Therefore, a gender and disability awareness analysis at both micro and macro levels, depending on the nature and scope of the programme, is deemed essential prior to the formulation of the plans. Similarly, gender and disability needs are incorporated into project design and reflected in the various stages of the project's implementation.

8.1.2 A Multilevel Approach

We believe that a very effective way of attaining the objectives of gender equality is to adopt a multilevel approach. Gender equality must be promoted through tackling the issue at all the pertinent stages simultaneously: policy dialogue and framework conditions at the macro-level, institutional development at the meso-level and women and men in households/communities at the micro-level.

8.1.3 Specific Action for Gender and Disability Equality

Specific actions to reduce gender and disability inequalities (e.g. gender and disability gaps in education, income or political representation) and/or to address gender and disability issues (e.g. cruelty to women or persons with disability) reinforce the impact of working with women and men with and without disability in various programmes. All such actions are planned on the basis of sound gender and disability aware analysis.

8.1.4 Flexibility in Implementation of Programmes

CHIP recognizes that changes in gender and disability relations challenge traditional forms of power. Therefore, they can provoke resistance, which needs time and patience to defuse. Approaches to gender and disability equality must be flexible and context-specific, allowing sufficient room for adjustments to be made by our staff/partners at the actual implementation and evaluation levels.

8.1.5 Equal Opportunity for Employment

CHIP is an equal opportunity employer at all levels within its organization. It also insists on similar treatment by its partners. This implies active promotion of equal rights for women and men with and without disability at work, protection of workers against all forms of gender and disability based discrimination and harassment, including sexual harassment. It also implies taking positive action measures when needed to ensure gender balance between women and men with and without disability, and paying attention to the gender and disability mix of working teams in so far as it impacts on programmes' achievements.

8.2 Responsibility for Promoting Gender and Disability Balance

8.2.1 Board of Directors

The overall responsibility for monitoring the implementation of Gender and Disability Policy rests with CHIP's Board of Directors. The Board is thus responsible for incorporating gender and disability mainstreaming in all approval processes and controlling systems

8.2.2 Senior Management

All senior managers (including the chief executive and section heads) are responsible for integrating gender and disability mainstreaming in plans, strategies, and policies and programme as appropriate.

8.2.3 Programme Officers and Project Heads

These officers are responsible for monitoring the integration of gender and disability mainstreaming at programme implementation level. This responsibility is shared with partners and laid out in contracts.

9 Workplace Harassment

Details are mentioned in chapter 5 of employee service rules dated Dec 2015.

9.1 Objectives of the Policy

To promote physical and mental security to women and men with and without disability workers from any kind of workplace harassment. The policy based on the recognition of the fact that workplace harassment is generally not made public in order to protect the so-called respect of women which gradually leads to inequalities between women and men with and without disability and then continue to persist and grow in our society, making gender and disability

discrimination one of the most widespread forms of exclusion. The following factors drive our professional working:

- Each woman and man with and without disability has a right to make a decision for work.
- Women and men with and without disability have talent and if utilized properly can contribute to human and physical development.
- Physical security of human kind is a basic human right and therefore no one can harass any women and men with and without disability at any circumstances.

9.2 Responsibility for Addressing the Issues

One member from senior management and 2 members from Board of Directors form a committee and will make a decision about informal or formal procedure as per details given below:

9.2.1 Informal Inquiry

- a) An informal approach to resolve a complaint of harassment would be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis.
- b) If the case is taken up for investigation at an informal level, the committee will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner.
- c) If the incident or the case reported does constitute sexual harassment of a higher degree and the officer or a member reviewing the case feels that it would be pursued formally for a disciplinary action, with the consent of the complainant, the case can be taken as a formal complaint.

9.2.2 Formal Inquiry

Formal complaint procedures require investigation. The Inquiry Committee after the receipt of a written complaint:

- a) Within three days communicate in writing the charges and statement of allegations to the accused;
- b) Require the accused, within seven days from the day the charge is communicated to him, to submit a written defense and on his failure to do so without reasonable cause, the Committee shall proceed ex-parte;
- c) Enquire into the charge and may examine such oral or documentary evidence in support of the charge or in defense of the accused as the Committee may consider necessary and each party shall be entitled to cross-examine the witnesses against him/her.

10 Information Disclosure

The prime objective is to ensure an atmosphere of transparency in all endeavours of CHIP while safeguarding against misuse, abuse and improper leakage of information vital for its operations and sustenance. Our policy is based on recognition of the demonstrable positive correlation between a high level of transparency through information sharing and public participation in all development activities on the one hand, and the efficacy, quality and sustainability of our developmental endeavours on the other. We believe our donors, partners, employees, other stakeholders and society at large are entitled to being aware about, and to benefit from being aware of our programmes, working methodologies, operations and policies insofar as these impact them. Our unique position in the field of human and institutional development places a responsibility on us to ensure transparency in all our endeavours through dissemination of information to all stakeholders, in an orderly and regular manner, without impairing our ability to perform our various tasks towards attainment of our corporate objectives. Thus the key objectives of CHIP's Information Disclosure Policy are to facilitate transparency, accountability, legitimacy and societal ownership of our programmes. Special measures for those who have disability to receive/disseminate information in normal manner, CHIP use braille, voice mails,

voice messages and sign language to communicate with its staff, partners and communities having difficulties in communicating/receiving information.

10.1 Classification of Information

Information related to the company's affairs is essentially classified into the following three classes:

10.1.1 Class A Information

This information is of a nature whose disclosure is forbidden by legal and contractual obligations of CHIP and cannot be divulged to any third party except under the orders of a court, or in fulfillment of a legal/contractual requirement. However, such information generally has little or no relevance to any outsider. Information falling in Class A will include, among others, the following:

- a. Details of contracts/agreements entered into by CHIP with donors, suppliers, partners, employees, etc.
- b. Information that has been given to CHIP by a third party on an understanding that it will not be shared with any one else.
- c. Privileged information whose disclosure will be in breach of laws of the country, ethical standards, or legal responsibilities of CHIP.

Where CHIP discloses Class A Information to any party in fulfillment of any legal and/or contractual obligation, it will be made explicitly clear to the recipient that this will be used only for the purposes for which it is being given.

10.1.2 Class B Information:

This information is of a nature whose disclosure can impair the functioning and efficacy of CHIP's programmes and operations. It can be disclosed only to authorized parties and only after CHIP's Board of Directors (or the Chief Executive) has authorized its disclosure. Information falling in Class B will include, among others, the following:

- a. Operational procedures
- b. Employee and payroll related records (other than those falling in Class A)

Where CHIP discloses Class B Information to any party for any specific purpose (e.g. participation in remuneration survey), it will be made explicitly clear to the recipient that this will be used only for the purposes for which it is being given.

10.1.3 Class C Information:

Information other than those classified as Class A or Class B, can be and shall be freely and regularly disclosed by CHIP and shared with all stakeholders in order to attain its objectives of transparency, accountability, legitimacy and societal ownership of its programmes.

10.2 Modes of Dissemination

There will be essentially four ways of disseminating information by CHIP through braille, sign language and audio/visual assistance:

- a. Standard Literature covering information on long term matters, e.g. website and profile brochure. This includes company's vision and mission statements, its goals and objectives, general information about the company and its working, communication details, etc.
- b. Periodic Public Issues covering current matters and progress reports. These may be issued in the form of newsletter, progress report, press releases, etc. These issues will generally be time related, i.e. issued every quarter, or year. This will also cover the

reports that CHIP is required to issue by relevant regulatory authorities (e.g. annual financial statements).

- c. Special, Event Related Reports, covering information on projects, progress, or events that are deemed to be of interest to CHIP and its various stakeholders. These can be issued by way of press releases, or placement on web site. The issue of such reports will generally be events-based, rather than time-based.
- d. General communication with public or other stakeholders, e.g. inviting tenders, job applications and/or expressions of interest, announcing programmes, etc. This can take the form of newspaper advertisement, press release, circular, etc.

10.3 Channels of Dissemination of Information

CHIP can use any channel for giving out information as may be appropriate to the needs and purposes for which the information is being given out, including:

- a. Website, to be updated on regular basis. This shall carry information on permanent, long term as well current nature.
- b. Print Media, through issue of press releases, placing advertisement, etc.
- c. Television or radio, through issue of press releases, placing advertisement, etc.
- d. Direct Contract, through issue of circulars, progress reports, etc.
- e. Response to specific queries received from any quarter. These responses will be given in accordance to the contents of this policy to ensure that legal and contractual obligations of CHIP are not breached in any way.

10.4 Procedure for Handling Requests

If a query is received by any office or officer of CHIP for disclosing any information, it/he/she must communicate it to the respective Sectional Head. If the information sought falls under Class C, the Sectional Head shall be authorized to release the information. However, if it falls in Class A or Class B, the matter should be referred to the Chief Executive who shall take decision, in consultation with the Board or legal advisor as appropriate.

10.5 Disclaimer

As a matter of principle, all information issued by CHIP shall carry a legal disclaimer absolving CHIP of any legal responsibility for consequences suffered by the user through acting on the information provided.

11. Terrorism

CHIP will not work with those vendors or consultancy/partner organizations or individuals who are meant for or suppose to work for/with extremist elements. In case of be indication or information about the involvement of such kind of relationship with terrorists, CHIP will terminate the order/agreement/MOU/contract or any other kind of business relationship immediately and share the information with donor partner and Board of Directors. CHIP management will ensure to make Anti-terrorism Clause a part of its agreements/contracts

Undertaking For Non-Affiliation With Extremists

To,
The CEO
CHIP
Plot 1, Street 9, Fayyaz Market
G-8/2
Islamabad

Date:

Re. Undertaking For Non-Affiliation With Extremists

I/We confirm that I/We directly or indirectly are not involved with any other extremist movement/organization or entity and the revenue of me/our is not used for the purpose of directly or indirectly terrorism activity.

NAME:

SIGNATURE:

Date:

12. 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.

12.1 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/-)

13. Participants Travel Reimbursement

The participants' travel will be reimbursed at actual with respect to fare charged by transport in that area, however no reimbursement can be claimed if either the travel arrangements are made by the field office or the training is residential. If the field officer intends to arrange for travel of participants by himself the request for approval would be annexed with the schedule presented to the project coordinator.

14. 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.

15. 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.

15.1 Maintenance of Office Vehicles and Motorbikes

- Any Vehicle and / or motorbike purchased by CHIP through its own financial resources or under a project shall be registered in the name of Civil Society Human and Institutional

Development Programme (CHIP) with the concerned registration authority and shall be recorded in CHIP's internal inventory under appropriate head (Vehicles).

- The vehicle or motorbike shall be insured as soon as possible and before being put to use on the road. For vehicles valued more than PKR 01 million an appropriate tracking device shall be installed in consultation with the insurance company.
- All original registration and insurance documents shall be kept at head office in custody of the concerned administration section. One attested copy of the documents shall be kept with the vehicle / motorbike along with a certificate from administration department.
- Where a vehicle / motorbike is to be stationed at a field office: in such a case the vehicle / motorbike is to be issued to the field office in-charge and the original documents shall be kept by the field office with copies of the same kept at Head Office.
- The concerned administration section at HO shall be responsible for all the renewals of the road license and documents at the appropriate time.
- 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 modes of transport at the disposal of CHIP offices shall be used for official work and duties. Any staff member requiring transport for field visits or for local transportation for a minimum of one full day shall make a requisition on an appropriate form and submit to the office in charge at least one day prior to the need.
- All office vehicles are to be no smoking area, at any time, both for passengers as well as drivers.

15.2 Driver /s

A competent healthy, responsible and experienced person holding a valid driving license shall be appointed as a driver after under going due driving test. Besides this, the driver will be subject to eye test by an appropriate eye specialist. For the day-to-day assignments and duties the driver shall be responsible to the Administrator or the office in charge for the purpose. The driver shall be responsible for driving of the vehicle, general maintenance and up keep of the vehicle and maintaining of the logbook and fuel consumption record. Driver will not be authorized to take the vehicle anywhere without the express authorization, approval / permission of office in charge. After return from duty the driver will park the vehicle at the Office Premises. During outstation visits the vehicle may be parked at the hotel premises where CHIP staff is putting up or in any secure and safe premises (e.g. police station). When the vehicle is given to some other driver for official duty, the regular driver should hand over the same in proper condition and defect, if any, should be brought to the notice of other driver. On return, both the drivers should check the vehicle and defect if any should be brought to the notice of office in charge. Driver shall maintain the logbook for each single journey and shall get it signed from the commuter or the authorizing staff. In case of any accident, repairs or maintenance the matter should be brought to the notice of office in charge promptly. The driver shall get services or repairs of the office vehicle done from only the CHIP approved garage / dealers with the due permission of office in charge. A day

before any out of duty station travels, the driver is to ensure that the vehicle is well equipped¹ and serviced to undertake the journey. Whenever a journey involves more than 3 hours of driving, it is preferred that the driver has a break during such a journey to fresh up. When a driver has been provided with a cell phone, its use during the course of driving will be made by hands free phone accessory to be provided by office in charge. Driver and passengers are to use seat belts when traveling. No unauthorized person is to be taken as passenger by driver.

15.3 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

16. Field Office Closure

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:

16.1 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 Programmes. 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.

16.2 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 CEO.
- Assets having book value will be shifted to Head Office or any other Field Office on requirement basis.

¹ . The vehicle must have:

- First Aid Kit, Ice Box, Torch with batteries, Mobile phone hand free accessories (in case of company provided mobile to driver), Tow chain, Glass for drinking water, Reflecting Triangle, Fire Extinguisher, Vehicle Tool kit and Extra tire

- 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 prescribed delivery Note.

16.3 Stationery Items

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

16.4 Staff

- Staff members of the respective Field Office will be informed well before the closure of the office through Job Conclusion Letters.
- 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.
- 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) to Finance Department for release of the dues (Gratuity, last month salary, Medical bills etc.).
- Finance department will prepare final settlement of dues for internal approval and final settlement letter.

16.5 Communication

All concerned organizations will be informed about the closure of the Field Office.

16.6 Services

16.6.1 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.

16.6.2 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.

16.6.3 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.

16.7 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 cheque 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.
- After closure of the bank account unused leaves of the cheque book will be crossed/shredded/destroyed.

16.8 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.
- All financial matters will be settled in writing there and then during the meeting with partners.

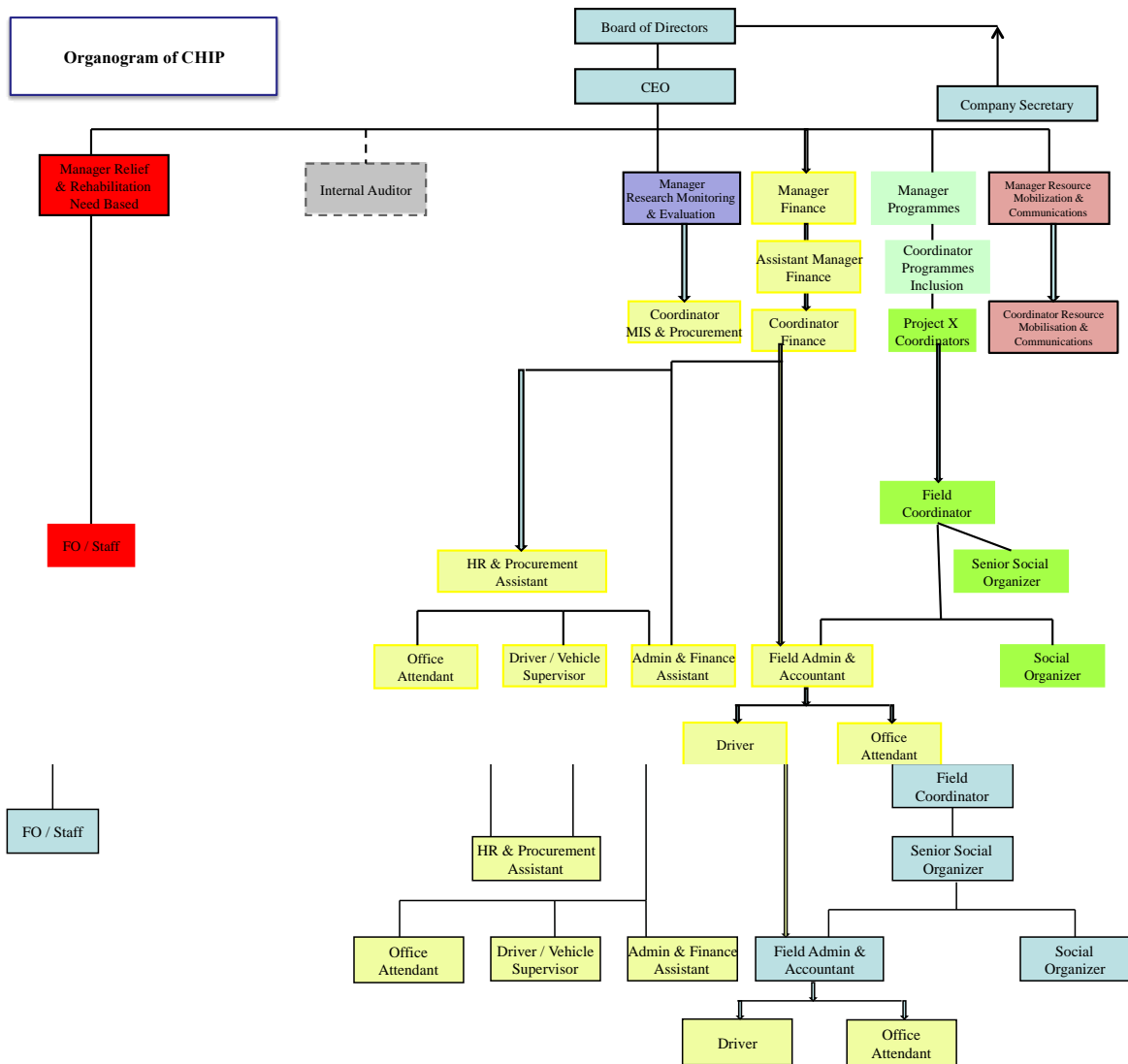
17. Conflict of Interest

Any position working on a full time or part time basis in CHIP is not authorized to seek any personal benefits from any procurement of goods or services. All procurements would be done through a laid down procedure as described in company's approved policy documents. All employees working full time or part time with CHIP must read, complete, sign and return conflict of interest declaration form attached in Annex 6 in Procurement Manual.

Annex 1: Job Description of Chief Executive Officer

Name of Position	Chief Executive Officer
Based at (Location)	Head Office, Islamabad
Reports To	Board of Directors
Direct Subordinates	<ol style="list-style-type: none">1. Manager Programme2. Manager Finance3. Manager Research Monitoring and Evaluation4. MIS and Procurement Coordinator5. Secretary
Core Functions	<ol style="list-style-type: none">1. To provide leadership for an effective national initiative promoting a value-led vision of HID through its three activity/cost/profit centres;2. To supervise development of, and propose to the Board for approval, CHIP policies and operating systems, as well as to identify and propose subsequent changes;3. To engage stakeholders, opinion leaders, the media, and academia in an on-going dialogue on current HID issues, and promote efforts to enhance general understanding of associated precepts;
Main Tasks	<ol style="list-style-type: none">1. To present CHIP's programme action before the Board, and transmit its policy and actions to its various stakeholders in Pakistan and overseas;2. To supervise the formulation of, and propose to the Board for approval, CHIP's annual work plans and budgets, as well as mid-term and annual performance reports, audits and evaluations as required;3. To make operational decisions for realizing CHIP's objectives and goals set out within the framework of approved policies, plans and budgets;4. To manage CHIP's day-to-day operations, through effective delegation of tasks to full-time programme staff and part-time professionals, and maintaining operational momentum through appropriate management systems.5. To draft CHIP's Marketing, Outreach and Stakeholder Relations policies and operating procedures and present them for Board approval, so as to manage solicitation drives, key stakeholder outreach, media relations, direct communications with community and opinion leaders;6. To advise the Board on process integrity parameters, performance indicators and disclosure requirements, relating to transparent and effective utilization of facilities and products offered to CHIP clients.7. Be full supportive and vigilant to employee with disabilities and their issues in CHIP as an organisation working and striving to achieve Convention on Rights of Persons with Disability
Deliverables / Performance Measurement Indicators	<ol style="list-style-type: none">1. Inclusive Strategic planning2. Timely conduct of all board meetings3. Public image of CHIP

Annex 2: Organogram of the Company



Annex 3: Job Description of CHIP Staff As per Organogram

a. Job Description of Manager Finance

Name of Position	Manager Finance
Job Grade/ Class	Grade 6 – Manager
Based at (Location)	Head Office, Islamabad
Reports To	Chief Executive Officer
Direct Subordinates	Coordinator Finance
Assets under Control	All equipment and inventory at CHIP premises plus following items for his office:

Core Functions

- Assist the CEO in managing core corporate decision-support and management functions such as finance & budgeting.
- To prepare the financial part of CHIP's annual plan, activity-based budget and financial reports (inputs, unit costs, cost-benefit analysis) in consultation with other colleagues
- To draft and update from time to time, CHIP's financial, administrative and personnel policies and systems.

Main Tasks

- Responsible for tracking CHIP's financial transactions and their disclosure, preparing activity based budgets for CHIP's programme action, and reporting on administrative decisions.
- To prepare disabled friendly annual budget, and generate the substantive portion of the annual report
- To undertake and evaluate internal financial, information, and performance audits for presentation to the CEO and, when required to the Board and consolidate them within the required substantive and financial reports;
- To undertake any financial or legal operations and transactions as may be delegated by the CEO in support of CHIP's day-to-day management;
- To assist in due diligence on all CHIP documents and reports in order to assure compliance with CHIP policies, rules and regulations and operating procedures;
- To make disbursements in fulfillment of CHIP contractual obligations when compliance is established and as directed by the CEO within the framework of CHIP's CHIP policies, rules and regulations and operating procedures;
- To apply administrative accountability standards to all internal CHIP transactions and immediately notify CEO in case of variance or non-compliance;
- To identify, evaluate, vet and propose for selection by the Board any service providers, consultants or contractors as may be required by CHIP undertake financial, logistical, and legal services, including financial controls and external audits;
- To facilitate all financial, taxation, corporate, logistical, and legal services, as may be acquired by CHIP under direction of the CEO, including financial and external audits according to the terms approved by the Board, and draft responses to internal and external audits and propose post-audit action plans to CEO for transmission to the Board;
- To advise the CEO on financial, administrative, and legal issues as required from time to time.
- To ensure non discrimination both in monetary and information, benefits for the disabled persons.

Deliverables / Performance Measurement Indicators

4. Timely preparation, presentation and submission of all finance, legal and corporate affairs related statements, reports and papers.
5. Staff satisfaction for timely facilitation.
6. Public image of CHIP as a financially sound organization.

b. Job Description of Manager Programmes

Job Grade/ Class: Grade 6

Based at (Location): Head Office, Islamabad

Reports To: Chief Executive Officer

Direct Subordinate: Project Coordinators

Assets under Control:

Laptop and a printer

Core Functions

- Management, implementation and coordination of projects of Project Management and Implementation Department of CHIP;
- Establish PMI department as a knowledge management hub of the organization;
- To undertake reporting and documentation tasks for inclusion in CHIP publications, outreach materials, newsletter, website etc., under overall supervision of the DP;
- To advise the DP/CEO on issues relevant to CHIP, especially those arising from effectiveness of policies, procedures and systems, and ways to optimize them.
- Streamlining project operational guidelines and strategic input to problem solving;
- Product innovation on regular basis;

Main Tasks

1. Planning

- 1.1 Develop operational plans of projects for submission within the organization and to donors;
- 1.2 Assist Project Coordinators and field offices in preparing their operational plans (project and financial) of projects;
- 1.3 Develop need based proposals in line with the CHIP's overall direction for seeking sponsorships;
- 1.4 Identification and selection of prospective partner NGOs and organizational and need assessment of potential NGO;
- 1.5 Proposal development and partnership agreement with prospective partners;
- 1.6 To participate in the annual planning and budgeting process, with particular reference to the area of their assignment at CHIP;
- 1.7 Support other departments in developing project proposals at various levels;

2. Implementation

- 2.1 Ensure that projects are implemented according to the agreed plan (programme and finance);
- 2.2 Deadlines for the accomplishment of project milestones are met.
- 2.3 Quality of project is satisfactory for all stakeholders especially communities, donor, local government and CHIP;
- 2.4 Ensure that projects do not create any dependency among community members;
- 2.5 Ensure that project implementation approach complements ideology of CHIP i.e. national development through local institution and human resource building with positive values;

3. Monitoring and Evaluation

- 3.1 Design monitoring and evaluation system for assessing performance of PMI department including performance of project coordinators, field offices and its respective partners/clients;
Coordination and consolidation of department's Yearly Plans of Operations and performance indicators;
- 3.2 Coordination and consolidation of department's progress reports including progress reports of projects and documentation of learning and case studies as success stories of interventions of PMI department;

- 3.3 Monitoring and evaluation of ongoing projects through regular field visits and; sector wise progress and experience sharing meetings and any other tool;
- 3.4 Coordinating and facilitating monitoring meetings with NGO partners and review six monthly reports and provide feedback;
- 3.5 Conducting and coordinating the internal and external reviews and evaluation of projects.
- 3.6 Coordinating and facilitating inclusive and accessible programme implementation for communities.

4. Networking and Synergies

- 4.1 Develop strategy for promoting networking and coordination among the primary stakeholders of projects;
- 4.2 Develop Network and synergies between partners such as CSOs, DPOs, Self Help Groups, line department and other stakeholders under each project
- 4.3 Extend its services to other departments of CHIP where ever required;
- 4.4 Any other task assigned by the Chief Executive Officer.

5. Performance Measurement Indicators

- 5.1 The PMI department is meeting its own expenses and earning a profit for CHIP;
- 5.2 Monitoring and evaluation system of PMI department;
- 5.3 Long term financial support with more than four donors;
- 5.4 Projects are implemented according to agreed plan;
- 5.5 All deadlines are met as per requirements of donors/clients;
- 5.6 All staff is working as a team.

c. Manager Research, Monitoring and Evaluation

Planning

- Coordinate and consolidate organisational programme and strategic planning in a comprehensive manner;
- To participate in the annual planning and budgeting process, with particular reference to the area of their assignment at CHIP;

Research

- Plan, conduct, analyze and document the research on analytical topics.
- To identify, evaluate and shortlist potential research and dissemination partners within academia, civil society organizations and Governmental entities, and maintain a reference roster for presentation to the CEO on demand.
- Develop need based research proposals to seek research grants in line with the CHIP's overall direction.
- To collaborate with, contract or invite such research partners as may be approved by the CEO to conduct original research on areas of interest pertaining to development topics and provide it for publication and dissemination through appropriate channels.

Monitoring

- Conduct accessibility audit to ensure no discrimination with employee with and without disability in all project areas.
- Develop an organizational monitoring system of CHIP.
- Develop an understanding of all projects being implemented by CHIP.
- Undertake monitoring visits to CHIP field offices and partners to monitor the projects at outcome, output and activity level.
- Conduct and compile outcome monitoring of projects reports.
- Conduct and compile output monitoring of projects reports.
- Conduct and compile activity-monitoring reports.
- Collect data, learning and case studies in line with the approved project proposals.
- Coordinate donors' visit to partners' field offices and communities.
- Develop formats and templates for collecting analytical information from other departments.
- Plan and execute an organizational data base system for recording facts and figures of outreach, outcomes, outputs of projects being implemented by CHIP.

Evaluation

- Facilitate internal evaluations and reviews of projects being implemented by CHIP.
- Coordinate external evaluations of projects being implemented by CHIP.

Documentation

- Develop knowledge management system for CHIP
- Develop organizational discussion papers for dissemination of learning.
- Compile organizational and projects learning and case studies for wider sharing and its timely submission to the CHIP website.
- Develop organizational progress reports.
- Compile photographic and video documentation of projects being implemented by CHIP.
- Produce newsletters and regularly update website content with current information about the CHIP members' performance and examples of good practice, under supervision of CEO.
- Assist MRM in regular promotion and marketing of CHIP through media (print and electronic), seminars, and publications.

Team participation

- Participate in organizational activities as needed, such as planning, website up gradation, and fund raising meeting preparation.
- Any other task assigned by Chief Executive Officer.

Deliverables /Performance Measurement Indicators

- Functional monitoring system.
- Functional data base system of all ongoing projects.
- Complete data of projects being implemented by CHIP, which is readily available whenever needed.
- At least 4 discussion papers per year are produced which can be disseminated to wider development community.
- Organizational annual progress reports are prepared every July.
- Projects photographic and video records are available.

d. Manager Relief and Rehabilitation

Manage all relief and rehabilitation projects as per approved plans and standards.
Develop operational guidelines for implementation of relief and rehabilitation interventions.

Planning and Research

- Prepare operational plans for each approved project in a comprehensive manner in consultation with field teams and communities.
- Plan, conduct, analyze and document the damage assessments, profiles and lists of affected people in affected areas.

Implementation

- ⇒ Ensure community engagement in the overall rehabilitation work
- ⇒ Ensure right beneficiaries are selected through a laid down objective criteria
- ⇒ Ensure risks are managed properly if arise during the project life.
- ⇒ Ensure efficient and effective implementation of project.
- ⇒ Ensure quality of work at all levels
- ⇒ Manage field staff and ensure best performance for the benefit of communities.
- ⇒ Coordinate with technical experts for best inputs if required during any stage of the project such as engineers, agriculturists or doctors.
- ⇒ Coordinate with finance department for the identification of local suppliers and seeking quotations.

Monitoring & Evaluation

- Develop a performance management system for relief and rehabilitation programme.
- Undertake monitoring visits to all relief and rehabilitation project sites to monitor the projects at outcome, output and activity level.
- Conduct and compile outcome, output and activity monitoring of projects reports.
- Collect data, learning and case studies in line with the approved project proposals.
- Coordinate donors' visit to partners' field offices and communities.
- Plan and execute an organizational data base system for recording facts and figures of outreach, outcomes, outputs of projects being implemented by CHIP.
- Facilitate internal or external evaluations and reviews of projects if requested by donors

Documentation

- Compile learning and case studies from relief and rehabilitation work for wider sharing and its timely submission to the CHIP website.
- Develop project based progress reports.
- Compile photographic and video documentation of relief and rehabilitation projects being implemented by CHIP.
- Produce updates and examples of good practices in relief and rehabilitation work for posting on website
- Any other task assigned by Chief Executive Officer.

e. Project Coordinator

1. Independently facilitate field teams in timely verification of project expenses and release of payments.
2. Independently extend technical and moral support to field team on regular basis for smooth achievement of project objectives and targets
3. Independently ensure all means of verification are maintained both at head office and field level as per requirements of donors.
4. Independently ensure project achieve the desired objectives in its true spirit and for the wider benefit of communities.
5. Independently design and conduct need based surveys and researches whenever needed under the assigned project
6. Independently design need based quality training manuals/IEC materials in English and Urdu if required under the assigned project
7. Independently conduct need based trainings as per requirements of communities and approved project.
8. Independently develop linkages with line departments and other relevant stakeholders for coordination and synergies through letter writing in English and in person visits/meetings.
9. Independently develop cordial relationship with partners/clients/donors through regular communications (written in English, telephonic and in person meetings) and meeting their requirements and deadlines
10. Independently undertake organizational assessment and review of community partners and prepare review reports in English
11. Independently extend technical input in fulfilling the capacity needs of community partners.
12. Independently facilitate field teams in understanding and complying with office policies.
13. Independently ensure assigned field office maintain a certain level of hygiene standards as reflected in the head office.
14. Independently design monitoring system for assessing the performance of assigned project;
15. Independently monitor and evaluate ongoing activities through regular field visits and prepare monitoring reports in English
16. Independently consolidate project's progress reports including documentation of learning and case studies as per requirements of donors and CHIP in English
17. Independently document meeting minutes with stakeholders and donors in English.
18. Independently coordinate internal and external evaluation of project.
19. Independently develop a culture of team harmony and mutual support
20. Independently coordinate the field visits of visitors for demonstrating best approaches and outcomes of project in an effective manner
21. Independently ensure local resource mobilization
22. Take measures to make project offices all accessible and inclusive for all employees with and without disability.
23. Ensure and conduct disability equality training for field staff and communities etc.

e. Coordinator Finance

CHIP

- Organizational Financial Report (reconciled)
- Monthly/yearly Income tax working and submission
- Organizational cash flow forecast
- Follow requirements and deadlines of SECP and ensure compliance
- Payments of DSA to board members immediately after board meetings

Banks

- Prepare bank reconciliation and report of Bank position on monthly basis
- Keep a record of received cash from different sources

Tax

- Monthly/yearly Income tax working and submission
- Keep a record of tax matters

Inventory

- Regular update of inventory list whenever there is addition or deletion
- Assets and Inventory coding, and quarterly physical verification and reporting discrepancies if any Assets and Inventory coding, and quarterly physical verification and reporting discrepancies if any

Payments as per Procedure

- Vouchers preparations
- Posting (ACCPAC)
- Cheque preparations
- Timely processing of Invoices

Internal Controls

- Ensure compliance to internal controls at head office and field office level
- Verification of bills according to the internationally required standards
- Internal controls at head office and field office level including safety of cheque books, petty cash, cancellation of invoices)
- Verification of bills according to the internationally required standards

Budgeting

- Prepare disabled friendly budgets for future projects
- Facilitate staff in preparing budget projections

Agreements

- Book Receivables
- Prepare chart of account and get an agreement of the concerned staff who has originated the budget and proposal
- Keep a copy of signed agreements at all times

Projects

- Prepare financial reports of all projects on monthly basis for internal review
- Prepare financial report as per requirements of donors and submit it as per dead lines
- Prepare cash flow of all projects with its bank reconciliation on monthly basis
- Submit invoices to donors before shortage of cash in hand
- Facilitate project team in preparing projections
- Release projection as and when requested

Partners

- Attend meetings of partners/donors and understand their requirements for financial reporting
- Facilitate any financial assessment if undertaken by partners

Audit

- Coordinate with the auditors regarding dates and meetings prior to each audit.
- Facilitate project audits.
- Facilitate organizational audit.
- Ensure suggestions of management letters of auditors are complied

Petty Cash

- Manage petty cash as per internal control policy of CHIP

Field Offices

- Timely receipts and payments to field offices
- Monthly field visits to field offices for reconciliation, internal controls and collection of bills against advances, timely preparation of field visit reports and its follow up on regular basis
- Invite field office accountant to head office for reconciliation and briefing about internal controls and finance and admin policies
- Timely emails and letters to field offices and clients
- Timely preparation of agreements and timely payments of suppliers at field office and head office level
- Timely preparation and sharing of meeting minutes with the field office

Filing

- Ensure filing of all papers including agreements with partners/donors and consultants as per chip filing index
- Take back up ACCPACC on monthly basis

Staff

- Timely updates of insurance and final settlements of staff

Insurance

- Ensure all capital assets are insured and insurance renewed on regular basis.
- Ensure accidental insurance of staff as stated in their contracts and its renewal as and when needed

f. Coordinator Procurement and MIS

Procurement

Facilitate Purchasing of capital and on capital item as per policies and procedures

Facilitate preparation and signing of contracts between CHIP and consultants

Facilitate acquiring of buildings/premises on rental basis as and when needed in the field area or in Islamabad.

General Administrative Matters & HR

1. Maintenance of leave record of CHIP staff
2. Maintenance of attendance register of CHIP staff
3. Issuance of CHIP circulars / notices to staff and general public (as applicable) e-g leave, job announcements, change of address etc.
4. Placement of advertisements in paper/electronic media as per CHIP requirements
5. To provide support in recruitment of CHIP staff
6. Record and monitoring and advice on all insurances held by CHIP including staff related, vehicles, equipment, public liability, etc.; dealing with insurance companies;

Logistics Management

7. Travel arrangements and ensuring timely booking and arrangements of flights, vehicles etc. for CHIP staff, consultants and partners travel.
8. Hotel bookings in CHIP preferred hotels for CHIP staff; consultants and partners stay during official visits.
9. To regularly update the list of CHIP preferred hotels and guest houses through out the country and major cities abroad and travel agents
10. Facilitate employees with and without disability for accessibility and communication as per their special requirements if any.

Premises Management

11. To ensure proper maintenance of CHIP office premises
12. To ensure proper security arrangement at the premises
13. To ensure timely rectification of electric, plumbing etc. problems in the premises
14. To look after misc. repair and renovation work to be done in the premises

Inventory Management

15. Drafting tenders / expression of interests / calls for bids etc. for procurements
16. Drafting Purchase Orders
17. Receipt and issue of Inventory (Both Consumable and Non-Consumable)
18. Record and monitoring of inventory of stationary items.

Vehicles Management

19. To ensure timely and adequate maintenance of vehicles
20. To assign duties to the drivers by prioritizing the needs of staff traveling on official visits
21. Safe custody of vehicle documents and in time payment of taxes thereon

Equipment Management & MIS

22. Troubleshooting of software, computers, printers, scanners and photocopier etc. and get help of maintenance service providers (wherever required)
23. To ensure that all the computers are on network and there is no breakdown in communication
24. Regularly take backups of CHIP data in all computers and server and keep it in safe custody
25. Disaster management i-e recovery of data from the backup, in case if any system collapse
26. To issue email accounts to staff members and implement the email and internet policy
27. Regular virus scanning in computers
28. Any other duty assigned by the line manager / CEO

g. Coordinator Human Resources

Name of Position Coordinator Human Resource
Grade 4

Job Grade/ Class

Based at (Location) Head Office, Islamabad

Reports To Chief Executive Officer

Direct Subordinates HR Assistant

Core Functions Employee Management/Coordination between management and Employee:

Main Tasks

- Listing & short listing of candidates and coordinating & conducting interviews
- Orientation of new employees
- Drafting Agreements and Offer letters of employees
- Coordination between employees and the management
- Salary evaluation of new employees
- Counseling of employees
- Maintaining leave record of the employees
- Maintaining filing system of the Personnel files
- Be aware and share the issues of employees with the management
- Training Need Assessment
- Coordinating for capacity building of staff through different trainings offered by different training institutions
- Propose the increments of the staff as per their competence and market inflation rate

h. Field Coordinator

The Field Coordinator PMI will report to Project Coordinator based in Islamabad and all his/her responsibilities will be closely associated with the Manager Programmes. The core responsibilities are as follow:

Planning

- Prepare regular work plans of the assigned tasks;

Social Mobilization

- Lead the social organizers in conducting field assessments of potential villages, which meet the criteria for school establishment.
- Facilitate the Social organizers in mobilizing communities for establishing schools.
- Facilitate the formation of a School Management Committee.
- Facilitate the SMC meetings for further development of the CBSs and resolution of issues whenever there is a need.

Monitoring and Evaluation

- Regular field visits to monitor and evaluate school progress and teaching quality.
- Assist in facilitating and organizing progress and experience sharing meetings;

Networking and Synergies

- Establish linkages with DPOs, Self Help Groups, CBOs/CCBs/Communities, District Line Department and local resource persons/institutions for service delivery.
- Conduct field visits to develop local perspective and interact with key stakeholders;
- Identify and implement new opportunities for NGO strengthening.

Reporting/Record Keeping

- Document all activities as per requirement of the Manager.
- Prepare quarterly progress report against the work plan;
- Proper record keeping of all project activities;

i. Field Accountant

Name of Position	Accountant
Job Grade/ Class	Grade 2
Based at (Location)	Field Office
Reports To	Filed Coordinator/Incharge
Direct Subordinates	None

Core Functions	Assisting Manager Finance and Administration in: <ul style="list-style-type: none">○ Assist in preparation of budgets○ Ensuring efficient working of payments section of the finance department.○ Assist in General administrative matters
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Main Tasks	29. Payment processing 30. Liaison with banks Regular follow up of receivables and payables 31. Support to other departments in accounting and office admin related matters.
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Deliverables / Performance Measurement Indicators	1. On time assist in preparation of budgets 2. Accuracy of payment Processing 3. Timely collection of receivables 4. No complaints from creditors
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j. Admin and Accounts Assistant

Name of Position	Finance & Admin Assistant
Job Grade/ Class	Grade 2
Current holder	
Based at (Location)	Head Office, Islamabad
Reports To	Manager Finance and Administration
Direct Subordinates	None

Core Functions	Assisting Manager Finance and Administration in: <ul style="list-style-type: none">○ Petty cash management of CHIP○ Daily basis cash reporting to Admin officer○ Preparation of Staff salary letter, cheques and Salary Slip○ Checked HO Vehicle log book monthly basis○ Staff, consultants traveling and reservation management○ Filing of all Finance section document (Vouchers, donor file, etc)○ Record keeping of agreements, invoices for payment etc○ Preparation of comparative Statement, Purchase order and Delivery Challan○ Disbursement of Payment cheques by courier to field offices and vendors○ Scanning and Photocopies fax○ Preparation of monthly income tax detail for submission to FBR and tax challan for vendors, consultant○ Physical verification and maintenance of Inventory○ Facilitate annual Organization & Project wise audits○ Bank-Online Cheques deposit all vendors Supplier and Staff Salary○ Collection bank statement monthly basis for bank reconciliation and Purposes record○ Facilitate to Bank account opening of Organization and Chip staff
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L. Senior Social Organizer/Project Team Leader in the Field Office

The Senior Social Organizer will report to Assistant Manager being the Line Manager, based in Islamabad and all his/her responsibilities will be closely associated with the Field Coordinator District Jhelum. The core responsibilities are as follow:

1. Core Responsibilities and Tasks

- Assist in preparing operational plans of assigned projects;
- Contribute in developing new project ideas and proposals;
- Assist in social organization and mobilization of men and women organizations and mobilizing them for self help initiatives in assigned geographical area
- Design and conduct trainings to elected representatives, police, lawyers, CCBs, women organizations and other local stakeholders.
- Participate and contribute in planning and management of field activities
- Record keeping of the day to day activities
- Prepare field visit reports, research interventions, events and progress reports of assigned initiatives

2. Specific Tasks and Responsibilities

2.1 Planning

- Assist in developing guideline paper on thematic focuses of work at CHIP e.g. guideline paper for working on the issue of violence against women;
- Planning of field activities to achieve time bound concrete targets;
- Develop weekly work plans for sharing it with line manager and other colleagues;
- Contribute in the planning of field projects;
- Develop training manuals on assigned topics;

2.2 Implementation

2.2.1 Research

- Participate in designing and execution of situation analysis exercises in assigned geographical area
- Collect and maintain village profiles for future development interventions

2.2.2 Trainings

Design and conduct need-based trainings in project areas including disability awareness along with accessibility codes

2.2.3 Coordination Meetings

Plan, conduct and document coordination meetings with stakeholders required for seeking support in ongoing programme initiatives in close consultation with line manager;

2.2.4 Field Implementation

- Mobilize field teams in timely and smooth implementation of project activities in a systematic manner;
- Assist in formation of sustainable Women Organizations in assigned geographical area

2.3 Monitoring and Evaluation

- Assist in development of performance indicators for monitoring organizational maturity of men and women organizations
- Undertake organizational maturity exercise on quarterly or six monthly basis to assess the organizational growth of women organizations
- Field visit to different villages to follow up progress of on going social organization and project activities
- Preparation of progress report of field activities and participate in progress sharing meetings in Sohawa and or in CHIP office

- Coordinate field activities in case of any review or external evaluation of the project

2.4 Networking and Synergies

- Develop community level strategy for increasing networking and synergies between strong and weak community organizations, Disabled Persons Organisation, Self Help Groups and among other stakeholder present in the area
- Arrange and organize events for promoting networking and synergies among the community organizations and other stakeholders.
- Any other task assigned by the Line Manager and or his/her nominee.

m. Social Organizer

The Social Organizer will report to Trainer cum Social Organizer being the Line Manager, based in Sohawa and all his/her responsibilities will be closely associated with the Trainer cum Social Organizer's activities. The Social Organizer will also be responsible to extend its services to head office of CHIP. The core responsibilities are as follow:

Core Responsibilities and Tasks

- Social Organization and Mobilization by forming Women Organizations and mobilizing them for self help initiatives in assigned geographical area
- Capacity building of the Women/Men Community Organizations for their smooth operations
- Coordination with other partner community organizations for integrated development strategy
- Managing the over all Recording and Information system of Sohawa Office
- Participate and contribute in planning and management of field activities
- Record keeping of the day to day activities

Specific Tasks and Responsibilities

Planning

- Development of women social organization strategy for discussion and approval from the Line Manager
- Planning of field activities to achieve time bound concrete targets
- Develop weekly work plans for sharing it with line manager and other colleagues
- Contribute in the planning of field projects
- Develop training manuals for conducting community level trainings

Implementation

- Conduct situation analysis exercises in assigned geographical area
- Collect and maintain village profiles for future development interventions
- Formation of sustainable Women Organizations in assigned geographical area
 - Arrange, organize and conduct women meetings in assigned villages
 - Documentation of meeting minutes of all community meetings and field visits
 - Identification and mobilization of women activists to ensure their participation in the village development activities
 - Participate in informal social gatherings and community events to increase credibility
 - Saving mobilization among the women
 - Conduct participatory needs assessment exercises and identify, plan and initiate self help initiative in assigned geographical area
- Local resource mobilization for seeking community contribution in upcoming projects
- Technical support in project implementation such as non formal schools and vocational centers
- Coordinate linkages development between women and men organizations
- Coordinate linkages development between community organizations and line departments and local government representatives

- Conduct community trainings

Monitoring and Evaluation

- Development of performance indicators for monitoring organizational maturity of women organizations
- Undertake organizational maturity exercise on quarterly or six monthly basis to assess the organizational growth of women organizations
- Field visit to different villages to follow up progress of on going social organization and project activities
- Preparation of progress report of field activities and participate in progress sharing meetings in Sohawa and or in CHIP office
- Coordinate field activities in case of any review or external evaluation of the project

Networking and Synergies

- Develop community level strategy for increasing networking and synergies between strong and weak community organizations, Disabled Persons Organisation, Self Help Groups and among other stakeholder present in the area
- Arrange and organize events for promoting networking and synergies among the community organizations and other stakeholders.
- Any other task assigned by the Line Manager and or his/her nominee.

Annex 4: Attendance Sheet

#	Name	Date		Date		Date		Date		Date	
		Entre	Exit	Entre	Exit	Entre	Exit	Entre	Exit	Entre	Exit

Submitted By: _____
 By _____

Received

Annex 5: Business Expense Report

Name _____ Department _____ Place _____
 Date _____
 Designation _____ traveled _____ Project _____

Disability if Any
 Please specify if any specific requirement were availbled due to disability

Date	Description	Car Rent	Plane	Train	Taxi	Hotel	Meals	Business Meals or Entertainment	Telephone	Misc.	Total
										Total	
										Advance	
										Balance	

Submitted
by:

Approved by:

Annex 6: Fixed Assets Issuance Card

Description of Item:

Inventory Number:

Date	Issued by	Signature	Issued to	Signature	Received on	Received by	Signature	Remarks

Annex 7: DSA Claim form

Name of employee	
Designation of employee	
Any disability	Yes No
Date & day of duty	
Location of field visit	
Any specific services availed due to disability	
Verified by	
Timings served	
DSA amount claimed	
Signature of the employee	

Counter Signature:

Approved By: