



Staff Service Regulations, 1995

Staff Performance Review

Gender Policy

5th Amendment, April 2014

(Changes w.e.f. from 1st January, 2015)



UNNATI

Organisation for Development Education

UNNATI
ORGANISATION FOR DEVELOPMENT EDUCATION

STAFF SERVICE REGULATIONS, 1995

5th Amendment April 2014
(Changes w.e.f. from 1st January, 2015)

UNNATI Organisation for Development Education is a voluntary non-profit organisation. It was set up in 1990 to provide educational support to development initiatives. Currently UNNATI works on the themes of social inclusion and empowerment, civic leadership and governance and disaster risk reduction. It is a mission driven organisation and expects the staff to be committed to the mission. It values the contribution of the staff in achieving the stated mission. The aim is to create a work culture, which provides a sense of fulfilment to the fellow colleagues. The Staff Service Regulations have been created to ensure a fair, just and gender sensitive working environment as well as to maintain discipline in the organisation.

Vision

Create an inclusive society where all stakeholders, particularly the vulnerable participate with full empowerment and gain equal access and control over services, resources and institutions

Mission

Promote social inclusion and democratic governance so that the vulnerable sections – dalits, women and person with disabilities of our society are empowered to effectively and decisively participate in mainstream development and decision making process.

Strategy

The above aim is accomplished through providing strategic issue based support to development initiatives in Gujarat and Rajasthan. This is carried out by undertaking collaborative research. Public education, advocacy, direct field level mobilisation and implementation with multi stakeholder participation. While we work at the grassroots to policy level environment, for ensuring basic rights of citizens, we derive inspiration from the struggles of the vulnerable and field practices of the partners.

The Staff Service Rules, April 2014 are an amendment to Staff Service Rules of 1995, 2006, April 2010, April 2012 and June 2013. The 5th Amendment April 2014 supersedes all previous staff service regulations. Details of implementation regarding some of these rules are included in the Administrative Instructions/Norms which should be read along with these rules.

STAFF SERVICE REGULATIONS

1. These regulations may be called UNNATI Organisation for Development Education Staff Service Regulations, 2014 (From time to time separate service regulations are published for special projects)
2. These regulations shall apply to all persons employed by UNNATI Organisation for Development Education, on permanent and on project based appointments. Where rules differ for permanent and project based staff, these have been mentioned separately under the respective heads. At places where the term 'all employees/staff' has been used, it implies that the rule is applicable to both permanent and project staff. (The Director, Unnati is authorised to issue separate service rule for specific category of staff for certain projects as deemed necessary.)
3. These regulations will come into force from April 2014 and amended time to time and will remain in force until further notification.
4. These regulations supersede all earlier service regulations.
5. The Director will execute the service regulations. (Director means the person appointed by the Governing Council to hold the office of the Director of UNNATI Organisation for Development Education).
6. **A.** All appointments will be made by the Director with authority delegated to her/him by the Governing Council. Anyone who has not been appointed by the Director will not be considered as staff of the organisation.
B. Appointments to the posts of UNNATI may be made by direct recruitment or promotion from existing employees on merit or by deputation from other institutions or organisations.
7. **There will be two kinds of employees**
 - A. Permanent employees
 - B. Project (temporary) employees

A. Permanent employee means one who is appointed on a permanent basis by the Appointing Authority after completion of at least one year of probation period and has been confirmed in writing by the Appointing Authority.

B. Project (temporary) employee means one who has been appointed for a fixed period to work for a specified assignment either full time or part time.
8. Director has the right to involve experts, consultants, part time persons and students in different activities of UNNATI by making separate terms and conditions. Separate rules for part time staff, on contractual basis, will be made on a case-to-case basis.
9. **Retirement**

The age for retirement of the employees shall be on completion of 60 years. A maximum of two years of extension can be given with the permission of the Governing Council.

10. Remuneration

10.1 Service Classification and Pay Scales-Basic (in Indian Rupees) w.e.f. April 1, 2014

Sr. No.	Category	Scale	Grade
A.	Community Facilitator Office Assistant	3000 - 4500 - 6000 – 7500	I
B.	Programme Associate Admin Associate Finance Associate	7500 - 10000 - 12500 – 15000	II
C.	Admin/Finance Officer	12000 – 16000 -20000-24000	II
D.	Programme Officer	16000 -20000 -24000 – 28000	II
E.	Senior Programme Officer	20000 – 24000 – 28000 – 32000	II
F.	Programme Coordinator Finance Manager Chief Operating Officer	24000 – 30000 – 36000 – 42000	III

10.2 Allowance, Provident Fund and Gratuity

All staff will be paid additional 40% allowance on the basic salary. The staff below the total salary of Rs.15000/- will be covered under contributory Provident Fund and for which management will contribute 12% of the salary. All permanent employees will be covered under the Payment of Gratuity Act 1972. The management holds the right to appoint project staff on fix time period with consolidated salary. As and when required the Director can make provision of additional monthly allowances for certain positions.

10.3 Reimbursement of Allowance

All staff members will be entitled to 40% allowance of the basic salary. This 40% allowance is considered as compensatory salary along with basic salary and form part of taxable salary until and unless the employee claims for the reimbursement with original bills and vouchers. The claims can be made under Income Tax Rule 1961 (amended from time to time) for house rent, reimbursement of Medical bills, Conveyance expenses. Encashment of Leave once in four years. (Purchase of books and periodicals for professional development can be claimed from income other than salary).

10.4 Tax Deduction

As the management has to deduct taxes of the employees, the staff has to submit their tax plan savings details and reimbursement claim by writing latest by the beginning of the financial year (April 15) to the Finance Unit. Otherwise salary and compensatory salaries will considered as fully taxable and appropriate deduction will be made.

10.5 Additional Allowance for Special Posting/Additional Responsibilities

The Director is authorised to make provision of additional allowance for the staff who have been deputed to difficult/inconvenient locations or have been given additional responsibility along with their regular work for a specific period of time.

11. Induction

All new staff shall go through an induction programme which will be co-ordinated by the respective Programme Coordinator and HR In-charge. The purpose of the induction will be to acquaint the new member(s) with the organisation's mission, vision, structure, culture and philosophy; the team with which s/he will be associated; various functions and programmes of the organisation and the tasks performed by people at different levels. A separate note is available on the induction process. It shall be the responsibility of the Programme Coordinator to ensure that adequate on-going support and guidance is provided to a newly appointed staff with a view to facilitating his/her performance.

12. Policy for Protection and Action against Sexual Harassment

The Gender Sensitivity and Equity Committee (GSEC) formed in all offices must meet once in 3 months and maintain record of the minutes. The proceedings of these meetings should be shared with the Central GSEC Committee. Although as per the Supreme Court Directive, these committees are formed primarily to address any complaints pertaining to sexual harassment; it is advised that the Committees in all the offices also play an educative role in addressing gender issues.

13. General Conditions of Service

13.1 Days and Hours of Work

UNNATI shall work six days in a week. A full working day will ordinarily have eight working hours, from 10.00 am to 6.00 pm. This will include lunch break of 30 minutes only. Employees may avail of flexi timing and work from 9:00 am to 5:00 pm or 9.30 am to 5.30 pm with prior permission from the Director and intimation in writing to the administrative department.

The hours of work for each duty station will take into account the nature of work, the local working practices and requirements of the office. For example, a field office can fix up it's timing from 8.30 am to 1.30 pm and 4.00 pm to 7.00 pm. This time does not include lunch break. Such a system needs to be approved by the Director in writing.

Under exceptional circumstances, where women staff is required to work late, it shall be the responsibility of the PC/COO/FM to ensure that they reach their residence safely escorted.

13.2 Attendance

In each office an attendance register is maintained. It is mandatory for all staff members to sign the register and enter the time while attending and leaving the office. If any staff member habitually arrives late or leaves early, it is considered as neglect of work and will attract penalty provisions. Similarly, if a staff member arrives more than 15 minutes late or leaves more than 15 minutes early from his/her scheduled time of arrival/departure for more than 3 days in a month then absence of the above nature will be considered as ½ CL. In the attendance register appropriate marking must be entered - if a staff member is availing Casual Leave (CL), Earned Leave (EL) and Restricted Holiday (RH), Travel on Duty (ToD). It will be the duty of the respective Managers of the different office locations of UNNATI to ensure that the attendance register of their staff is maintained and monitored. Managers must themselves comply with the rules and serve as role models. All the field centres shall also be required to maintain their attendance records which shall be monitored by the respective team mangers.

Every month leave record of the staff must be sent to the Administration by the respective office in charge (Coordinator, Manager) so that it reaches by 5th of the next month. This will enable preparation of salary bills.

13.3 Daily Morning Assembly

It is mandatory for all offices to conduct a morning assembly at the beginning of the day—this can be used as a platform for exchange among team members about their movement, planned events, travel plan, highlights of meetings/workshops attended and any other sharing of information that can facilitate improved functioning of programmes.

The duration of the assembly should not exceed 10 minutes. The assembly may start with an all religion prayer.

13.4 Movement

If a staff member leaves the office premises for either personal or official purposes during office hours then he/she has to record the timings and purpose in the movement register.

13.5 Guidelines for Dress

UNNATI has no prescribed dress code. However, some basic guidelines need to be followed as the staff is expected to interact with people from the community, NGOs, donor agencies and government officials. Appropriate clothing in line with the culture and values of the region need to be used - for example, women may wear *salwar kurta / saree* and men may wear pant and shirt or *kurta-pyjama*. Care must be taken not to wear fancy, tight fitting, transparent and flashy clothes or accessories.

13.6 Special Contract for Special Needs

In case a staff member has a special need (child appearing for a Board exam, needs to go for short regular medical treatment, etc.) which is making it difficult for her/him to adhere to the existing time schedules, a special contract may be worked out with her/him for a short period. This contract should include the altered terms and conditions including any change in the existing roles and responsibilities as well as the revised salary package. This arrangement can be made for short periods ensuring continuity of job for the person, enabling her/him to work out a balance between personal and professional responsibilities. Such requests should be recorded and brought to the notice of the Director by the concerned Programme Coordinators for approval.

13.7 Holidays

At the beginning of each financial year, the Director will notify the public holidays to be observed during the year. This will include 10 holidays and 2 restricted holidays (RH)

14. Leave Facilities

14.1 General

Leave records shall be administered and maintained by the nominated/appointed administrative functionary of the office concerned. This person would be responsible for proper maintenance of the leave records in accordance with the relevant provisions as well as the guidelines issued from time to time.

Leave at any given time cannot be claimed as of right. When the exigencies of UNNATI so require, leave of any kind may be refused or revoked or postponed in the interest of the organisation.

14.2 Casual Leave

For all staff, casual leave (CL) up to 12 days during the financial year (April-March) can be granted. Not more than 2 days casual leave at a time may be allowed to an employee and it cannot be clubbed with any other kind of leave. Any casual leave not availed during the year will not be carried forward to the succeeding years.

14.3 Earned Leave

Earned Leave (EL) shall be admissible for 18 days for every completed year of service. Earned Leave (EL) can be taken in two to three segments in the entire year.

EL cannot be combined with any other type of leave. Sundays or holidays falling in between the period of earned leave availed by a staff shall also be treated as leave.

Earned leave should be applied for in writing, normally at least one month in advance in consultation with the Director / PC / FM with a view to ensure that work does not suffer. Employees must leave the contact numbers and address where they could be contacted while on leave. Annually maximum up to 8 days of EL will be carried forward.

Up to 45 days of leave can be accumulated. (Such leave can be of use at the time of illness, marriage, child rearing etc.)

Leave encashment can only be permitted up to a maximum of 30 days at the rate of basic salary, provided the staff member has completed a minimum of 3 years of service.

For the project staff, the balance EL maximum up to 8 days can only be carried forward if there is a continuation of service. There is no provision of leave encashment.

14.4 Leave Provision for Care Taker Staff Operating from the Office Space

As this category of staff is operating from the office, they are entitled for 45 days of leave inclusive of CL and EL. They can avail long duration leave in 3-4 times during the year. Maximum 8 days of leave will be carried forward and 45 days can be accumulated in case of permanent staff. In case of project staff, no leave will be carried forward.

14.5 Compensatory Leave

There is no provision of compensatory leave. If anyone has worked on a holiday he/she cannot claim compensatory leave.

14.6 Sabbatical Leave

Any staff who has served the organisation for a minimum of five continuous years, may avail up to one year of sabbatical leave without pay for professional growth. Staff who has completed a minimum of ten continuous years of service may avail up to a maximum of 3 years of sabbatical leave without pay for professional growth.

14.7 Maternity Benefits

Maternity Leave will be granted to women members of the staff with full pay for a period of 135 days per occasion. This is applicable after the 8th month of pregnancy. For pregnancy related health issues, the staff shall use leave from the EL. In cases where any woman staff adopts a child, maternity benefits up to a maximum of 30 days will be granted for the first two adopted children, provided the woman does not have any biological children prior to the adoption. There is no institutional experience in this context until now. Hence, the leave shall be granted on a case to case basis. It may be noted that maternity leave will not be granted beyond the contract period.

In case of permanent staff who has served the organisation for a minimum of 3 years at the time of availing maternity benefits, 6 months additional leave may be considered on leave without pay basis. If the employee is willing to work on a part time basis after availing the maternity benefit, the institution will consider such a request for a period of six months, under a separate agreement.

A mother who is breast feeding her infant will be allowed short breaks once or twice a day totalling to two hours, only for this purpose, during the first six months after the delivery.

Since we are a small number of people in each of our office locations, creating a childcare service may not be economically feasible. Staffs who requires childcare service at the workplace for their children below 4 years of age may bring the matter to the notice of the management so that suitable arrangements can be worked out.

14.8 Paternity Leave

Paternity leave will be granted to male members of the staff with full payment up to a maximum limit of 15 days to look after their pregnant wife and new born child. This benefit will also extend to male staff who adopts a child. It can be availed in four to five segments. On availing the paternity leave, a report will be submitted to the Gender Focal Team explaining how the staff

member utilized the leave. This is primarily to sensitise the colleagues about the reproductive role of men. This leave is available only for the first two pregnancies or adoptions.

15. Use of Office Infrastructure

15.1 General

All office equipment is to be used by staff members for official purposes only. When, resources of other units need to be used by a staff member, prior permission of the PC/COO may be sought.

15.2 Vehicle

The use of the office vehicle can be sanctioned in consultation with the PC/COO/FM and administrative in charge. Vehicles on rent can be requested from the administrative unit with the prior sanction of the PC/COO/FM.

For out station travel by road, preferably diesel operated small vehicles need to be hired. In case there are more than 4 persons traveling, bigger vehicles like Tata Sumo can be booked. Prior bookings of vehicles need to be made in coordination with the administration for which a Vehicle Requisition slip needs to be filled in at least 2-3 days in advance. While using either hired or office vehicle the staff members are expected to fill the Travel detail slip in the car mentioning the purpose, project code and advances given especially to taxi driver, if any.

15.3 Telephone

Local Phone and STD facility are available for making official calls only. Long distance calls can be made by requesting the administrative department. All such calls need to be duly recorded in the phone register. All telephonic conversations need to be brief and to the point. Personal telephone calls are discouraged. For any personal telephone calls, staff is advised to make voluntary payment of Rs. 3/- per local call.

15.4 Photocopying

All bulk photocopies need to be made from outside in coordination with the PCs and PMs. The office machine can be used for copying letters, bills and reference material from the library in coordination with the administration. Separate registers for photocopying material are maintained for in-house and for using outside facility. These need to be maintained regularly with full details including project code.

15.5 Computer /Printers

Each division has its own set of computers and printers. These are to be used only for official purposes with austerity. If any division needs to use a special facility available in another division the concerned PC/COO needs to be consulted.

15.6 E-mails

A web based e-mail facility has been installed for sending official mails. There will be a central node where all the incoming mails will be stored and forwarded to the respective sub nodes. A copy of all outgoing mails will be saved in the central node. This node will be monitored periodically by the Director or a person assigned by him. Colleagues can individually access and send mails from the terminal allotted/intimated to them. For all official mails, colleagues should use the e-mail ID assigned to them. Anyone using the internet facility for surfing should record the time of logging in and out, the purpose as well as the sites accessed, in the register maintained for this purpose. Surfing facility is available in some of the nodes. Anyone desirous of using the facility from these nodes for official purpose can do so by recording the date, time and sites visited in the register.

UNNATI's e-mail ID should not be used for personal communication. Personal e-mail id should not be used for official communication. If there is any urgency, colleagues may use UNNATI facility for checking mail on their personal id. No personal chatting or use of messaging facility is permissible from the office. For registering the organisation on various websites it is recommended that use of UNNATI mails IDs be made.

15.7 Reference Unit

At UNNATI a small reference section is maintained for internal use. There are some books, documents, periodicals, audio and videocassettes. This reference unit is strictly for internal reference only. No material can be borrowed from the unit except for a training programme. Periodicals are specifically not issued. On borrowing any material it needs to be entered in the Register maintained in the Library. All audio-visual material is to be used only for training/ workshops conducted by UNNATI. All books are to be purchased with discretion and prior approval.

15.8 Reimbursement when personal vehicle is used for official purpose

All Staff will be reimbursed the cost of travel on work related journeys which will be claimed on a travel expense form (local/outstation), certified by the PC/COO each time such a journey is undertaken. (For the rates, refer the Accounts Manual).

16. Norms for Availing Support Services for Official Purpose

16.1 Postage

The postage timings are between 11.00 am to 3.00 pm. All material to be posted must be submitted to the administrative unit on time with the project code. Bulk posting of periodicals will be made in coordination with the administrative unit. It is suggested that as far as possible use of the Indian Postage System should be made for regular communication. Uses of couriers are to be made when the matter is urgent.

16.2 Stationery

All divisions must make requisition to the administration department for stationery with the approval of the PC/COO at least one week in advance.

16.3 Training Kit

A list of requirements/ material to be included in the training kit is to be given to the administrative unit, at least, one week in advance by the training in charge. While receiving the kit, the administrative unit is to cross check all the items. Any requests for replacement / repair / fresh purchase must be given in writing to ensure timely follow up.

16.4 Ticket Booking

Persons travelling for official purposes can seek help from the administrative unit for bookings. An advance amount along with the details of booking / requirements (in writing) needs to be given well in advance. In case of emergency/ sudden plans, support from a travel agent can be taken.

16.5 Guest Room

The office premises have guest room for internal use only. An inward and outward register is maintained. All units need to inform the administrative unit of the respective offices, while availing this facility.

16.6 Tea Club

A contributory Tea Club is maintained in each office. Staffs are expected self-manage this provision. On request visitors / guests are also being offered due hospitality for which charges may be made as per the office norm.

16.7 Records of Publications

All records pertaining to publications of books, posters and any other periodicals etc. shall be centrally maintained and monitored. All such materials that are sold or disseminated as complimentary copies need to be recorded. It would be the responsibility of the Units receiving such material to maintain records of where and how they have disseminated the materials further.

17. Integrity and Commitment to Duty

Every employee of UNNATI shall, at all times, maintain absolute integrity and commitment to duty and shall do nothing that is unbecoming of an employee of the organisation.

18. Secrecy

No employee shall communicate, directly or indirectly, an official document or part thereof or information to any person except with the previous written permission of the Director.

19. Prohibition of Trade, Business of Employment

No employee is allowed to undertake additional assignment/ employment with other organisations / individuals. No employee can take up individual assignments or contract. It has to be approved by the Director and financial and non-financial transactions are to be done officially through proper channel.

No employee shall, except with the previous written permission of the Director, engage directly or indirectly in any part or full time employment or undertake any activity which is likely to conflict with the interest and activity of UNNATI.

20. Intellectual Property Rights

While UNNATI provides recognition to individuals for their contribution, the ownership of all literary and creative material remains the property of the organization. However, one may use the material for educational purposes with due acknowledgement.

21. Service Record

Service record of every employee shall be maintained in which particulars in regard to the employee's date of appointment, name, permanent and present address, date of birth, educational qualifications, scales of pay and designation, fixation of pay, posting, promotions, transfers and punishments shall be recorded. The officer duly authorised by the Director for the purpose will attest the entries in the service book.

22. Transfer

The Governing Council and/or the Director shall have the right to transfer, on the same pay and to an equal or identical post, any employee from one department or section to another department or section and/or from one place to another place anywhere in India where activities of UNNATI are undertaken.

23. Loan Facilities

Loans may be sanctioned to permanent employees who has completed 1 year of service.

Loan amount will be considered for the following purposes only:

- For sickness of employee or his/her family members
- For purchase / repairs / renovation of his/her own house
- Transfer of staff from one office to another office
- For son / daughter education and marriage

The loan application form will only be sanctioned if the following criteria are fulfilled:

- i. The application form should have the signatures of two guarantors from the permanent staff. Guarantors should not be a guarantor for more than one loan applicant at a time and should not have outstanding loan amount in his/her account.
- ii. The purpose for loan must be mentioned and the relevant supporting documents to be submitted.
- iii. Loan application will not be considered unless previous loan has been repaid.
- iv. Maximum amount of the loan that can be sanctioned will be up to three months basic salary.
- v. The loan amount will be deducted in maximum 20 instalments.
- vi. Interest of 9% will be charged on the reducing balance loan amount.

The Management has a right to sanction or reject the application without giving any reason and also to change the above rules.

24. Insurance

UNNATI shall provide for accident insurance to all its employees. We advise all staff to take care of their own health insurance which is not covered by the organisation.

25. Travel Rules and Regulations

25.1 General (changes have been made with effect from January 1, 2015)

All employees travelling on office work are requested to keep in mind that the activities of the organisation are undertaken without risks and maintain austerity while incurring any kind of expenditure.

Travel should be carried out as economically as possible after careful planning. The limits for expenses and allowances are in keeping with the objectives of cost minimisation while ensuring that basic requirements of hygiene and safety are met.

All PC/FM/COO are entitled to travel by 3 tier AC / 2 tier AC (as 1st and 2nd optional) or by office vehicle for field travel and for inter office co-ordination. Any Air travel requires prior approval of the Director. This category of staff can use AC vehicle (Jeep/Car) as and when they feel appropriate. Use of non AC vehicles will be appreciated.

Senior POs, POs, Programme Associates and Administrative Associates may travel by luxury bus or by 1st class or 3 tier AC sleeper, in trains for attending trainings, workshops or other official work. They are entitled to use office/hired non AC vehicle for official purposes with prior approval of the concerned PC/ COO/FM.

Community Facilitators, Administrative and Accounts Assistants and Office Assistants may travel by bus or 2nd class (ordinary) sleeper in train for official work.

While UNNATI is committed to ensure safety of all staff, additional precautions would be taken for women as well as differently abled staff as and when essential. Additional precautions would be taken for women such as reliable transport arrangements from the airport, railway station, bus stand and availing safe hotels.

All programme staff, permanent and project, must plan their travel in advance and seek approval of the Director/ PC/COO/FM. Travel expenses may be claimed as per actual, on production of relevant documents. However, all colleagues, both permanent and project based, are expected to maintain austerity.

Staff with children below 3 years of age may be allowed to take their child and attendant/caretaker on official travel with due permission. This is a special childcare service extended to staff while on official tour to ensure balance in work and family life. Care should be taken that this does not stand in the way of task performance while on tour. Staff with children above three years of age but upto 5 years of age would have the option to take their child, without attendant, on official tour under prior intimation to the Director/ PC/COO/FM. In all such cases no air travel is allowed for the child and accompanying caretaker/attendant.

25.2 Local Travels

Travel to Post Office, Bank, Local Organisations is termed as local travel. There is no food allowance during local travel. In case there is any expenditure during local travel it must be approved by the PC/COO/FM.

25.3 Short Distance Travel in Coordinating Offices, Program Offices and Field Centres

Any travel in and around the head quarter/program office,/field centre (to airport, railway station, local meetings, field travel by field centre staff) shall be termed short distance travel. During short distance travel bills on food and beverages are generally disallowed. However, based on requirement during such travel, meals and beverages are permissible with the approval of the PC as part of programme expense. **For travel in odd hours like before 8.00 am and after 8.00 pm, Rs.50/- can be claimed for each instance, for all category of staff.** For each short distance travel separate expense statements have to be made and approved by PC/COO/FM. However, if there is overnight stay they can claim the provision under allowance for night halt (ref. 25.4.2).

25.4 Out Station Travel

To make out station travel convenient a flat food allowance is created across all level of staff. The computation of travel time starts from the **actual starting and ending time**. It is not expected to submit bills and vouchers for the food expenses. In the individual claim form the approved amount has to be mentioned. Field staff travelling in their own field area is not considered outstation travel.

25.4.1 Food Allowance

The food allowance has been changed from earlier time based computation to meal based computation. This facility cannot be availed when the person is doing overtime in the office premises and short distance travel. This facility is available inclusive of travel time. The allowance for the meals cannot be charged when it is provided in workshops / meetings etc. The travel claim form has been appropriately revised.

Destination	Breakfast	Lunch	Afternoon Tea	Dinner
Village / Taluka / District	75	125	25	125
State Capital	75	150	25	150
Metro City including Hyderabad and Bangalore	100	175	50	175

(Ahmedabad is not a state capital, moreover as we have our office in Ahmedabad, food can be made available in reasonable rate.)

25.4.2 Allowance for night halt, including travel by field staff

Travel allowance is created for different grade of staff which can be availed only for overnight stay during travel.

Grade – I: Rs. 75/-	Grade – II: Rs. 125/-	Grade – III: Rs. 200/-
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25.4.3 Accommodation

Hotel accommodation is to be used only if guest house accommodation is not available at the offices of UNNATI and partner organisations.

In case Hotel is availed the upper limit per person for different grade of staff is as follows:

Grade	Taluka	Dist. H.Q.	State Capital	Metro City
Grade I	300	500	800	1200
Grade II	500	1000	1500	2000
Grade III	800	1500	2000	3000

While booking in to the Hotel, Unnati staff particularly the women staff must check the safety, security and hygiene. In case the hotel tariff does not fall in to the upper limit, the staff shall not hesitate to take an upper category hotel in prior consultation with the PC/COO/FM.

25.5 Food Expenditure while Travelling with Official Guests

If the staff is travelling with guests or the accompanying driver (non-staff) has to be provided meals, the food expenditure incurred for the guest and/or driver by the staff can be mentioned separately under miscellaneous head in the claim form.

25.6 International Travel

Staff travelling on any invitation/assignment for international travel, if there is a per diem provided by the external party that will be for the use of the staff. However, in case the meals and per diem is not fully covered the payment will be made in US\$ by Unnati in the following criteria:

	Breakfast	Lunch	Dinner	Per diem	Total
South Asian Countries	05	10	10	15	40
South East Asian and African Countries (excluding Japan)	10	15	15	20	60
Other Countries	10	30	30	30	100

The expenditures on airport tax, travel to airport and destination can be claimed on actual basis. However, the participants should request the host to provide the same including per diem. Extended period of stay on personal reasons will not be covered by Unnati.

25.7 Approval Procedure of Travel Claims

All staff must submit a brief report on return from their visit to the Accounts section along with their expense claim form. Tour report must be attached with Travel Bill. This report must contain purpose of visit, place of organisation visited along with address and telephone numbers, date, decision taken and follow up proposed.

26. Facilities for Overtime Office Work

If any staff is working overtime, the office will organise suitable arrangement for food and local travel. For overnight stay by the service staff (Grade –I), additional allowance of Rs.100 will be provided.

27. Special Project and Deputation

There are occasions when special projects are undertaken which require relocation and deputation of staff for a particular period. On such occasions special facilities and reward system will be created by the Director or his/her nominee. During such time period the other rules will stand in abeyance.

28. Termination of Employment

- i. The employment of a permanent employee may be terminated with three months notice or three months pay in lieu of notice thereof.
- ii. The employment of a project (Temporary) employee may be terminated with one month's notice or one month's pay in lieu of the period of notice.
- iii. The Director or a duly authorised officer on his/her behalf shall serve the order or termination of an employee in writing.
- iv. If any permanent employee desires to leave the service of UNNATI she/he shall give, three months notice in writing to the Director or to the duly authorised officer or three months pay in lieu thereof.
- v. If any project (temporary) employee desires to leave the service of UNNATI she/he shall give one month's notice in writing to the Director or to the duly authorised officer or one month's pay in lieu thereof.

29. Misconduct

Any of the following acts or omissions on the part of all the employees shall amount to misconduct:

- a. Wilful insubordination or disobedience, whether or not in combination with one another, of any lawful reasonable order of a superior;
- b. Going on an illegal strike or abetting, inciting, instigating or acting in furtherance thereof;
- c. Wilful slowing down in performance of work, or abatement in or instigating thereof;
- d. Theft, fraud or dishonesty in connection with UNNATI's activities or property or the theft of property of another employee within the premises of the establishment.
- e. Taking or giving bribes or any illegal gratification; or making unauthorised dealings or taking any advantage for personal benefit from any person dealing with UNNATI or in connection with the activities of UNNATI.
- f. Habitual absence without leave or absence without leave for more than ten consecutive days or overstaying the sanctioned leave without sufficient grounds or proper or satisfactory explanation.
- g. Habitual breach of any service regulation or any law applicable to UNNATI or any rules made there under.
- h. Drunkenness, riotous, disorderly or indecent behaviour on the premises of UNNATI or at any other place where employee is posted or sent in connection with the activities of UNNATI.
- i. Commission of any act of indiscipline or misbehaviour on the premises of UNNATI or at any other place where employee is posted or sent in connection with the activities of the organisation.
- j. Any behaviour that would constitute sexual harassment in any form
- k. Ridiculing the activities and proceedings of GSEC
- l. Habitual neglect of work.
- m. Habitual breach of any rules or instructions for the maintenance and running of any section of UNNATI or for the maintenance or upkeep of the cleanliness of any portion of the office.
- n. Failure to account for delivery of goods, machines, equipments or money or other property of UNNATI that come into his/her hands/possession or charge by virtue of performance of his/her duties.
- o. Wilful damage of work in process or to any property of UNNATI.
- p. Holding any meeting inside the premises of the UNNATI offices without the previous permission of the competent authority or except in accordance with the provisions of any law for the time being in force.
- q. Disclosing to any unauthorised person any information with regard to the activities of UNNATI which may come into the possession of the employee in the course of his/her work or otherwise.
- r. Gambling within the premises of UNNATI.

- s. Failure to observe safety instructions notified under any Law or Rules of UNNATI or interference with any safety device or equipment installed within the premises of the Centre.
- t. Refusal to accept a charge-sheet order or other communication served in accordance with these Service Regulations.
- u. Unauthorised possession of any lethal weapon in the premises of UNNATI.
- v. Neglect to take due care of equipments, machines, instruments entrusted to the employee in the course of duties.
- w. Conviction in any court of law for any offence involving moral turpitude.
- x. Disrespect to colleagues, particularly women, minorities, dalits, differently abled and other marginalised groups.

30. Punishments

An employee guilty of misconduct may be inflicted any of the following punishments.

- a. Warning or censure verbally or through issuance of a memo; Issuance of 3 memos in a one year period to an employee will automatically lead to termination of her/his services from the organisation.
- b. Suspension
- c. With-holding of increments of pay
- d. Reduction to a lower grade in the pay scale for a specified period.
- e. Compulsory retirement
- f. Discharge from service
- g. Dismissed

Incase, a staff is found engaging in an act of any form of sexual harassment, the case shall be referred to Gender Sensitivity and Equity Committee (GSEC) for appropriate action.

- 31. The Governing Council or the Director shall be the disciplinary authorities. They are authorised to impose any of the punishments specified in Section 30 or institute an enquiry.
- 32. No order of punishment (b) to (h) of Section 30 shall be made except after holding an enquiry against the employee concerned in respect of the alleged misconduct.
- 33. Every employee shall subscribe to the above service regulation by signing the letter of agreement to work with UNNATI.
- 34. The Governing Council reserves the right to amend these regulations from time to time.

ANNUAL STAFF PERFORMANCE REVIEW

The human resources are the most significant asset of an organisation. It is through the human resources, the organisation continues to work to maintain its relevance, achievement of the objectives and mission. An energetic, efficient and committed group of individuals can make a positive difference. In order to maintain the capacity of the people in the organisation, periodic review, performance appraisal, analysis, feedback, planning and mentoring are critical. In order to build an efficient, effective and motivated team a performance review mechanism has been developed. (The performance reward is not a right of the staff, the management has the discretion to make the performance reward available from year to year.)

The Review Process

1. The Assessor has to undergo self-assessment in a prescribed format.
2. Feedback needs to be obtained from 2 peers based on the prescribed format. This feedback form has to be submitted in confidence in a sealed envelope to the Assessor.

(The peer has to be identified in consultation with the Assessor. Please ensure that the Assessee has not identified a person for feedback on interlocking basis. For example, if 'A' has identified 'B' as feedback person, 'B' cannot take 'A' as feedback person)

3. Assessee and Assessor

Assessee	Assessor
PC/COO/FM	Director
Other Staff	Concerned PC/COO/FM

4. Interpretation of the Self Review Score and Feedback Score

(The scores can be given in decimal value also)

Sr. No.	Self and Feedback Review Score	Performance Level
1	9 and 10	Excellent
2	8 and above	Very Good
3	7 and above	Good
4	6 and above	Satisfactory
5	below 6	Unsatisfactory

5. Interpretation of the Feedback minus Self Review Score (for Reflection only)

(Not to be included in the computation of final score)

Sr. No.	Feedback minus Self Review Point	Performance Level
1	- 2 and less	Excellent
2	- 4 and less	Very Good
3	- 6 and less	Good
4	- 8 and less	Satisfactory
5	Below - 10	Unsatisfactory

6. Interpretation of other Areas of Competency (As Reviewed by the Supervisor)

(The scores can be given in decimal value also)

Sr. No.	Score of other Areas of Competency	Performance Level
1	9 and 10	Excellent
2	8 and above	Very Good
3	7 and above	Good
4	6 and above	Satisfactory
5	below 6	Un-satisfactory

7. Final Score

The final score is computed based on the average of (i) Self-score, (ii) Feed-back score and (iii) Score of core area of competency by the supervisor.

Self-Score	Feedback Score	Supervisor Score	Total	Average

8. Annual Reward Matrix

The annual reward will be calculated on percentile basis.

Category 2 - 75 and above,

Category 3 - 50 and above to below 75,

Category 4 - 25 and above to below 50,

Category 5 - below 25

Management will decide the category 1 and category 6 based on the assessment of the overall performances.

Category	CF/OA	PA/AA/FA	A/FO	PO	SPO	PC/COO/FM
1	5,000	6,000	8,000	10,000	12,000	14,000
2	4,000	5,000	7,000	8,000	10,000	12,000
3	2,000	3,000	4,000	5,000	6,000	8,000
4	1,000	1,500	2,000	2,500	3,000	4,000
5	0	0	0	0	0	0
6	Memo	Memo	Memo	Memo	Memo	Memo

Self-development is the overall purpose of the performance review. The Assessor has to provide feedback, mentoring and development path to the Assessee. However, in the case of unsatisfactory performance, special care has to be initiated for performance enhancement. Despite this, if the candidates continue to perform unsatisfactorily for consecutive two years, he/she may be served notice for change of position /demotion /termination.

9. Finally in a face to meeting between the Assessor and Assessee the findings will be shared and follow up action/s will be communicated.

10. The Director holds the right to ask for a fresh review in case he/she finds the process unsatisfactory.

Self-Appraisal

Name: _____	Location/based at: _____
Designation: _____	Date of Joining: _____
Date of Appraisal: _____	Period Covered: _____

Q-1 State your understanding of your main duties and responsibilities.

Q-2 Has the last year been good/bad/satisfactory or otherwise for you, and why?

Q-3 What do you consider to be your most important achievement for the last one year?

Q4. What do you like and dislike about working for this organisation?

Q-5 What elements of your job do you find most difficult?

Q-6 What elements of your job interest you the most?

Q7. What do you consider to be your most important aims and tasks in the next year?

Q-8 What new roles you would like to take up in UNNATI in next one-two years.

Q-9 What action could be taken to improve your performance in your current position by you?

Score your own capability or knowledge in the following areas in terms of your current roles and responsibilities.

[9 and above – Excellent, 8 – Very Good, 7 – Good, 6 - Satisfactory, Below 6 - Unsatisfactory]

1.	Correct knowledge of job assigned	
2.	Capability to do the given assigned job	
3.	Meeting deadlines/commitments	
4.	Planning and forecasting	
5.	Team working and leadership	
6.	Communication skill	
7.	Creativity and innovativeness	
8.	Learning attitude.	
9.	Adaptability, flexibility and mobility	
10.	Problem-solving, decision-making and steadiness under-pressure.	
	Total	
	Average	
	Overall performance of the previous year	

Feedback Form

(At least 2 feedback to be submitted in confidence to the Assessor/Director in a sealed envelope)

BY SUPERIORS / PEERS / SUBORDINATE

Period Covered _____

Name of the Assessee: _____ Designation: _____
Name of the Person Providing Feedback: _____
Designation: _____

Q-1 Write two specialties and two areas of improvement of his/her work.

<u>Strengths</u>	<u>Areas of improvement</u>
1.	1.
2.	2.

Q-2 Briefly write how this person could be more useful in UNNATI?

Give your score about the individual by your own capability or knowledge in the following areas in terms of his/her current roles and responsibilities requirements.

[9 and above – Excellent, 8 – Very Good, 7 – Good, 6 - Satisfactory, Below 6 - Unsatisfactory]

1.	Correct knowledge of job assigned	
2.	Capability to do the given assigned job	
3.	Meeting deadlines/commitments	
4.	Planning & Forecasting	
5.	Teams working and leadership	
6.	Communication Skill	
7.	Creativity and innovativeness	
8.	Learning attitude	
9.	Adaptability, flexibility and mobility	
10.	Problem-solving, decision-making and steadiness under-pressure	
	Total	
	Average	

Final Score Sheet

Name of Assessee: _____ Name of Assessor: _____

Date: _____

1. Following are the List of Scores

		Assessee's Self Score	Average Feedback Score	Difference
1.	Correct knowledge of job assigned			
2.	Capability to do the given assigned job			
3.	Meeting deadlines/commitments			
4.	Planning and forecasting			
5.	Teams working and leadership			
6.	Communication skill			
7.	Creativity and innovativeness			
8.	Learning attitude			
9.	Adaptability, flexibility and mobility			
10.	Problem-solving, decision-making and steadiness under-pressure			
	Total			
	Average			
	Overall performance of the previous year			

2. Other Areas of Competency (to be scored by the Assessor out of 10)

[9 and above: Excellent; 8 – Very Good; 7 – Good; 6 – Satisfactory; Below 6 – Unsatisfactory]

Sl.No.	Areas	Score
1.	Training /facilitation skill	
2.	Research skill	
3.	Documentation skill	
4.	Commitment	
5.	Interpersonal relations	
6.	Skill in current role	
7.	Discipline /compliance	
8.	Stakeholder relations	
9.	Initiative	
10.	Mutual support	
	Total	
	Average	
	Overall performance of the previous year	

(1, 2 and 3 are not applicable for the staff working in accounts, administration and office maintenance)

Analysis of the Performance Review

Positive Aspects	Negative Aspects

2. Changes suggested for enhancing effectiveness.

3. Any sort of training required for personal or professional development:

FINAL FEEDBACK AND RECOMMENDATIONS BY DIRECTOR

GENDER POLICY

Rationale

UNNATI is a non-profit voluntary organisation working in Gujarat and Rajasthan since 1990. Its mission is to promote social inclusion and democratic governance so that the vulnerable sections of our society are empowered to effectively and decisively participate in mainstream development and decision making process.

Vulnerability and exclusion are dehumanising. By vulnerability, we mean those people, who by virtue of belonging to a particular group, (age, caste, class, ethnicity, disabled, gender, poor) are at risk to their economic and social well-being. UNNATI recognises that while in some cases, both men and women face deprivation and exploitation of their basic rights and are vulnerable, in most instances, women face greater vulnerability.

Women are primarily responsible for nurturing, survival and community development roles. The gender division of labour is such that women perform the strenuous and repetitive tasks of cooking, feeding, cleaning, caring for children, elderly and sick, collection of water, fuel, food etc. Most of this work is done on a daily basis hence there are no breaks or holidays. This leaves women with little or no time to play a pro-active role outside their family domain.

Single women and those women who do not wish to tow the dictates of society live with the lurking fear of character assassination. Women, especially single women, do not enjoy an equal status in society. Women with disability face a double disadvantage, by virtue of being a woman and due to their disability which further curtails their freedoms and rights. Disabled women are perpetually caught in the vicious cycle of deprivation. They are subject to deliberate neglect, verbal abuse, physical assaults and sexual harassment. All the above situations get further exacerbated in case of single and disabled women belonging to lower socio-economic strata. These factors inhibit/reduce the participation of these women in the public sphere. Their access and control over resources and processes of development is limited.

Even though women are not a homogenous group and their situation varies with age, caste, class, religion, ethnicity and place of domicile, overall the subordination of women in our society makes them poorer and more vulnerable than men. They often face social and cultural discrimination on grounds of sex. They have less access to power, wealth and resources and very little control over them. They are less likely to be involved and represented in decision-making bodies and their voices are less likely to be heard.

The process of development impacts men and women differently and women have been marginalised in the process. We believe that any development effort which is not gender sensitive leads to further marginalisation and inequity.

Hence, UNNATI is committed to working with an inclusive and participatory approach towards gender equity and social justice in the development scenario of Gujarat and Rajasthan.

Present Context

Gujarat is one of the most developed States of India when one considers the progress made on economic indicators. Its economy has grown at an average rate of 9.5% during the last decade. There has also been a significant increase in the per capita income. However, on social indicators, that are an integral part of human development, the State's performance has not grown at the same rate.

The sex ratio which was 934 in 1991 has dropped further to 921 in 2001. There is also a drastic decline in the sex ratio in the 0-6 age group, dropping from 928 in 1991 to 878 in 2001. This is an indication of the prevalence of the practice of sex determination before birth as well as of foeticide. The female literacy rate in Gujarat is 58.6% while for males it is 80.5%. The female work participation rate is 32% which is low compared to the total worker population. Among main workers, women's participation is only 21 % whereas among marginal workers it is as high as 77%. This indicates that women's involvement in informal sector is higher; hence their economic contribution is not recognised. Women's participation in the public domain has been low because of the above-mentioned social barriers and low social status.

If one considers women's participation in the political sphere, it is the lowest at the Lok Sabha level (4 and 2 out of 25 seats representing Gujarat in the last two terms) In the three tiers of the Panchayati Raj Institutions, the representation of women is close to 33%, matching nearly the number of seats reserved for them. However, leadership of women at the Panchayat level has not received much social acceptance. It continues to be a male domain. Many women are harassed, eg. through no confidence motions if they take the initiative in their hands and function independently. Also, it is common to find men overshadowing them and acting on their behalf when it comes to taking important decisions.

In Rajasthan, compared to Gujarat, the state's performance on economic as well as social indicators is lagging far behind. Rajasthan has almost become synonymous with low status of women, patriarchal society, feudal customs and values, social polarisation among caste lines, high illiteracy, and extreme poverty. The sex ratio in 1991 was 910 and in 2001 it has marginally improved to 922. There were wide variations among states in the 1991 census. The sex ratio ranged from 795 in Dhaulpur district to 995 in Dungarpur district. In the 0-6 age group, the sex ratio stands at a dismal 909. Female literacy, at 44.34 percent as compared to 76.46 percent of male literacy, is among the lowest in the country. Participation in all the three tiers of the local governing bodies (32%, 33% and 33%) is close to the stipulated reservations made for women.

The Government of India has enacted a large number of social legislations to ensure that women enjoy equal rights and to prevent the atrocities and exploitation faced by them. Gradually, over the years, the government has moved from a welfare approach to an empowerment approach. The goal of the latter approach is that women gain control over material and intellectual resources and patriarchy and gender based discrimination against women in all institutions and structures of society are challenged.

However, a review of the present context in Gujarat and Rajasthan indicates the need for concerted efforts at the grassroots, involving women, to address this discrimination and exploitation; of addressing gender related inequalities and reducing gender dictated vulnerability.

Intent / Commitment

UNNATI is committed to working on issues of basic rights and livelihood through promotion of participatory social development at grassroot level in partnership with Community based organisations, Voluntary Organisations, local bodies and government institutions and by conducting activities like educational events, research, documentation and advocacy.

Basic rights mean a right to food and nutrition, shelter and lives of equity and dignity. Women in Gujarat and Rajasthan do not have the same access to these as men.

The purpose of this gender policy is to define UNNATI's approach in addressing gender issues in all aspects of its functioning.

We are committed to working towards making the public arena equally accessible to men and women so that they may function at their full potential. Our work with the PRIs enables us to work on all the three issues which concern us, namely, gender equity, social justice and participatory development. Women now have a 33% reservation in the PRIs. We intend to make these institutions more gender sensitive, through our direct intensive and extensive efforts. In our work with dalits, we do not see women's issues separately, but as gender relations in the caste context of Rajasthan and Gujarat. Through research activities in the development context, we aim to build an understanding of the impact of policies, processes and events on women's lives. Using perspective building activities, information dissemination and appropriately designed materials on gender issues we seek to orient various stakeholders on gender focused policies, legislations and practices thereby contributing to development education.

We are committed to working on gender issues rather than on women's development. Women or men per se are not responsible for women's subordination but gender relations are. We use gender as a tool of social analysis.

The focus is on gender, rather than women. Gender refers to the socially and culturally determined roles, responsibilities, needs, interests and capacities of both men and women. A gender perspective is required to ensure that men's and women's specific needs, vulnerabilities and capacities are recognised and addressed. The focus on gender is meant to emphasise and ensure that:

- a) Changing women's status is the responsibility of both sexes;
- b) That women's needs and rights do not continue to be ignored and
- c) The social and ideological barriers to women's participation are confronted so that they gain voice to exercise control over their entitlements.

UNNATI is committed to promote gender sensitivity and equity in:

- a) Its institutional systems and practices
- b) Its programme designs and activities
- c) Its advocacy work

A. Institutional Systems and Practices

1. Recruitment

a. Efforts shall be made to maintain a gender balance in the composition of the Governing Board as well as management positions so as to maintain a balanced leadership.

b. All advertisements for employing staff shall specifically state that we are an equal opportunity employer and that UNNATI particularly encourages women to apply. The organisation shall encourage women to apply for management positions to deconstruct gender stereotype in its staffing patterns.

2. Institutional Practices

UNNATI recognizes the ways women and men work and contribute to the economy, their family and society. Hence, the Governing board and the management shall promote special institutional practices for all its staff, especially women, to enable them to strike a balance between their professional, social and domestic roles and responsibilities.

- a. **Timing:** UNNATI shall provide flexibility of half an hour on arrival and departure timings from office without affecting the number of working hours in a day. Suitable arrangements for the time schedule may be worked out in special cases, as in case of new parents, recovery from illness etc.

- b. **Travel:** While on travel, safety of the staff shall be given due importance. Where necessary, staff will be escorted or reimbursed transport expenses. Special concessions could be made for staff with children below 5 years of age while on travel.
- c. **Staff Development:** Equal opportunities shall be provided to all employees for their professional development and growth.
- d. **Leave:** UNNATI shall make provision for maternity and paternity leave along the lines of the latest government provisions. In special cases, leave without pay or part time work arrangements may be considered after the maternity leave has lapsed.
- 3. **Gender Sensitivity and Equity Committee (GSEC):** The committee shall be formed in all the field offices to promote gender equitable working environment within the organisation, with partners and field offices and provide a mechanism for redressal of grievances. It shall meet periodically to review work done and discuss future plans and concerns.
- 4. **Gender Focal Person/s (GFP):** Gender Focal Person/s shall co-ordinate gender mainstreaming at the programme level. GFP shall ensure that right from inception to implementation, all projects have gender as a cross cutting theme. All documents produced for public use by the organisation shall be screened for gender incorporation. GFP shall periodically organise gender training/sensitization programmes for staff at all levels to promote and enhance gender sensitive planning and actions. GFP shall also co-ordinate the activities of GSEC.
- 5. **Gender Audits:** Gender audits shall be conducted periodically, with inputs from external resource where required, to review the existing practices, both within the organisation and in the programmes, to arrive at a common understanding of the gender sensitive rules and practices in the organisation and its programmes.
(For details of institutional practices, please see Administrative Instructions)

B. Programme Design and Activity

- 1. All Programme Coordinators shall design and implement programme activities with a gender mainstreaming perspective which would take into account strategic and practical gender needs, culture and institutional circumstances.
- 2. All Programme Centres shall undertake capacity building activities with partners and stakeholders to enable them to formulate and promote policies and actions that are gender sensitive and based on principles of equity.

C. Advocacy

UNNATI shall use various forums to share its knowledge and experience for influencing other major players in the development sector for gender sensitive policies and practices.

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Organisation for Development Education

