

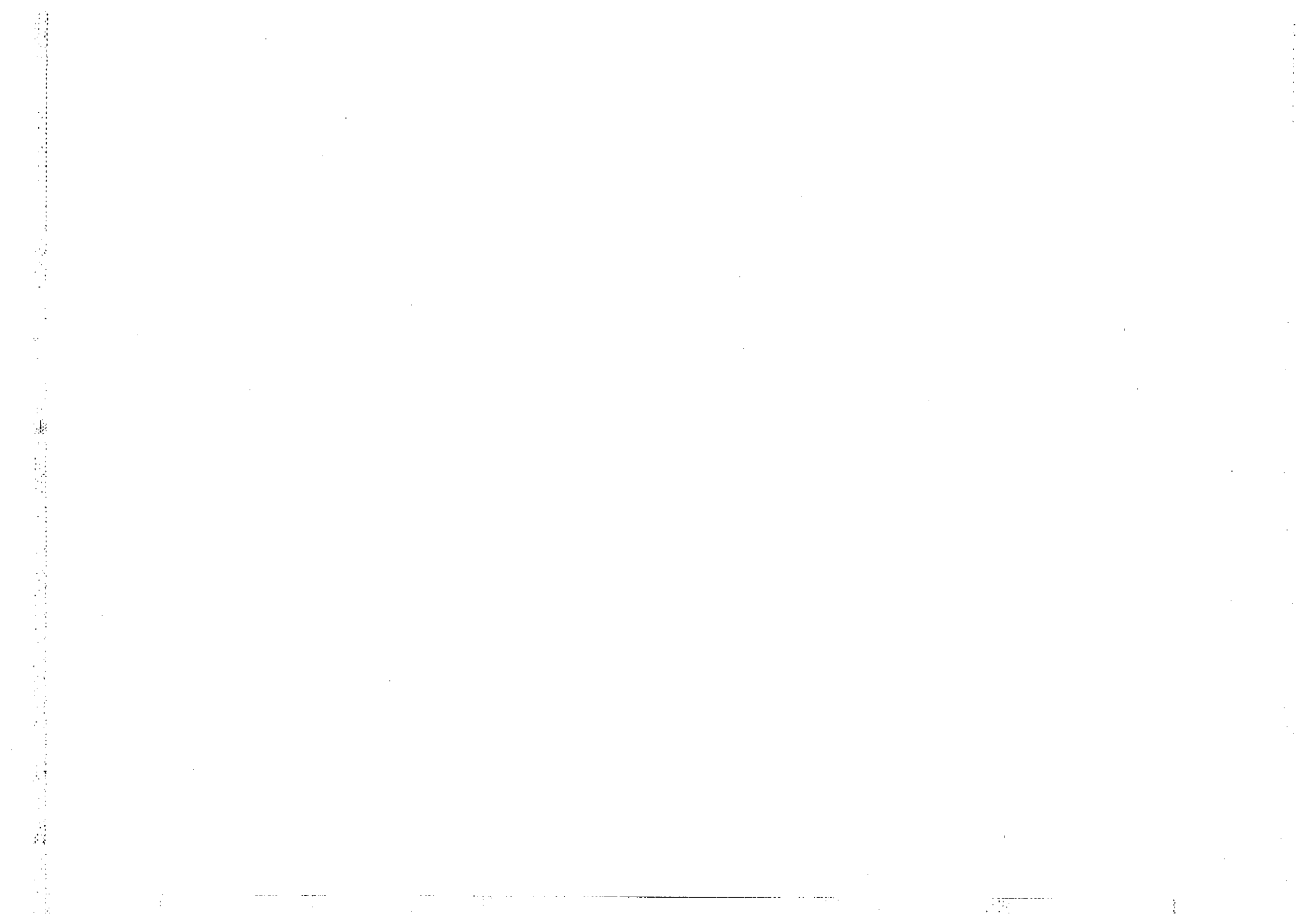


Institution for Development of the Poor

GRAMA ORGANISATION AND STAFF POLICY

(Administration, Personnel policy, H R Systems and procedures)

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FOREWORD

GRAMA or Grameena abhvrudhi Mathu Adhyayana Kendra has come a long way since 1989. It has been the endeavor of the like minded people and those who came to work together with GRAMA, to manage the affairs of the organization with the highest professional standards. GRAMA in its brief period of its existence saw many turbulent periods, which was over come with sheer determination, good performance and financial integrity.

The organization has now consolidated and reached the stabilization stage. With the experience gained over a period of time it has become necessary to redefine the management systems to effectively administer and smooth implementations of the programmes in order achieve Vision and Mission/Objectives of GRAMA. In this context, the New Organisational and Staff Policy has been adopted.

The changes in the administrative set up are to put in place a Functional Organisation to improve the efficiency in the administration/Organisation. Therefore, the Management Committee is formed with the coordinators assigned with specific areas of development intervention.

GRAMA has always believed in the concept of shared responsibility in the decision taking process. Therefore, specific to the responsibilities to be carried out, the Governing Board in the meeting held on 30th Dec, 2007 suggested the formation of Management Committee, The Finance Committee and The Projects Implementation and Review Committee represented by the staff, Consultants and Special Invitees.

Accordingly, the New Organisational and Staff Policy became operational from 1st January, 2008. I hope that all those who are associated with GRAMA shall internalise the spirit and the concept built into the new policy in the changed environment.

D. M. Girjamma Rudraiah
Chief Functionary

1.0 Preamble

GRAMA is a non-government development organization (NGDO) with social obligation aimed at structural alleviation of poverty. GRAMA envisages the Self-help Group (SHG) concept as a means for promoting and developing self-supported and sustainable People's Institutions. The focus of GRAMA's intervention is on rural women. The approach is to integrate Gender, Environment and Human rights issues creating Legal awareness, propagating right to education and literacy through promoting and developing sustainable People's Institutions; and facilitate Human Resource Development within the Organization, among the Community and implementing agencies.

2.0 Commencement clause

This is a comprehensive Organization Policy including the Organization and Staff Policy coming into effect from **1st January, 2008**.

3.0 Vision Mission and Strategies

Vision

"Irrespective of caste, creed, sex, religion and region a sustainable democratic society with a sustainable developmental environment, where every one, particularly women participate and decide on their own".

Mission

Organizing the poor with special emphasis on women for their economic, social and political empowerment through their active participation to initiate a sustainable developmental process.

Strategies

- Developing and promoting self sustainable Community based organizations(CBOs)
- Developing and demonstrating innovative Participatory approaches and Technologies
- Capacity Building of CBOs, Panchayath Raj Institutions, personnel of Government and Financial Institutions
- Special emphasis on empowerment of women
- Entrepreneurship Development and promoting need based micro enterprises.
- Strategic alliances with Research and Resource Institution for greater outreach and Advocacy.

3.1 Values of the Organisation

- ✧ Concern for the poor and women
- ✧ Professionalism
- ✧ High Moral / Ethical standards
- ✧ Financial Integrity
- ✧ Transparency and Accountability

GRAMA in its existence for nearly two decades has gone through various processes and crisis situations in the development of the organizations. The cumulative effect of the above values has stood behind the organization in overcoming difficult times. GRAMA continues to follow these values in the future.

3.2 Aims and Objectives of GRAMA

The main aims and objectives of the organization are broadly grouped into long-term and short-term objectives. The long-term objectives represent the envisaged situation when all the short-term objectives have been achieved.

3.3 Long Term Objectives

- To enable the poor change their life situation through empowering them to address the root causes of poverty.
- To enable women gain socio-economic and political equality by/through improving the socio-cultural and economic status of women.
- To improve the socio-economic position of the rural poor women with focus on the economically backward people through sustainable development processes and integrating them with the mainstream development policies, programmes and institutions.
- To restore ecological balance with the active involvement of the poor, particularly women, without burdening them further.
- To create awareness among the people about their rights and responsibilities through education and cultural activities.
- To empower the poor so as to enable them to influence the policy-making processes in their favour.

3.4 Short Term Objectives

- To develop sustainable and self-managed autonomous organizational system as well as income generation programs by forming the rural poor women into self-help and management groups.
- To identify and develop through training and awareness, potentials in the villages in the form of volunteers to enable the expansion and reach of the organization.

- To identify and develop through appropriate training (leadership and management skills) leaders among the women to carry on the work independently.
- To develop strong gender perspective and environmental awareness
- To provide knowledge on basic rights and responsibilities
- To initiate different development activities centered on the functional and self-managed credit groups to strengthen the process of empowerment.
- To enable the target group tap and mobilizes local resources including government programs for their own benefit.
- Formation of Associations/ Committees/Societies to develop and manage Natural Resources.
- To network with other NGOs in the project area and at wider levels for lobbying and influencing the policy processes in favor of the poor.

The specific focus of GRAMA in the above is the development of sustainable people's institutions with focus on women, promoting people's organizations such as Apex Body/Federation and Farmers Associations, which are self-sustained.

4.0 Organizational Structure and Responsibilities

4.1 The Board of Trustees

This is the legal and supreme decision making body of the organization. It has the full responsibility of upholding the values of the organization with reference to principles of equity, gender justice and equality, environmental friendliness and Human Rights. The Board of Trustee shall facilitate and support good governance and initiate development process. It is the responsibility of the Board to ensure participation, openness, transparency and accountability and gender justice as governing principles of GRAMA. The decision of the board shall be final in all matters relating to the organization.

The Board of Trustees shall meet every six months and the minimum quorum of the meeting shall be 1/3 of the total number of Board members. The Board meeting may also be called by the Chief Functionary as and when required.

4.2 The Chief Functionary

The Board of Trustees shall function through the Chief Functionary whose decisions and actions will represent those of the Trustees and the same shall be rectified as and when necessary. The responsibilities of the Chief functionary include the overall management of the organization. The Chief Functionary acts as the conduit between the Board of Trustees and the Staff.

4.3 The Management Committee (MC)

This Committee is responsible for Project Planning, Monitoring, and Recruitment of staff, Engaging Consultants, Framing Policy matters to be approved by the Board, Procurement of materials and equipments and any other issues relating to administration of the organization. The Chief Functionary is authorized to invite the members to the Committee. The Committee shall consist of the following members.

- The Chief Functionary
- Co ordinator (Administration)
- Co ordinators (Programmes)
- Consultants and Staff (Invitees)
- Special Invitees

4.4 The Finance Committee

This Committee is responsible for preparing the Annual Budget including financial outflow and inflow for ongoing Projects forecasting the expenses for the financial year. The FC shall ensure timely availability of funds programme implementation and payment of salary to the staff. The Chief Functionary is authorized to invite members to the Committee. The Committee shall consist of the following members.

- The Chief Functionary
- Co ordinator (Administration) (On invitation)
- Co ordinators (Programmes) (On invitation)
- Special Invitees

This committee shall meet once in a month to review the financial status of the organizations.

4.5 The Programme Implementation and Review Committee (PIRC)

This Committee is responsible for ongoing Project's progress review, Reflection, Monitoring and Evaluation. The Chief Functionary is authorized to invite the members to the Committee. The Committee shall consist of the following members.

- The Chief Functionary
- Co ordinator (Administration)
- Co ordinator (Programmes)
- The Programme Staff
- The Accounts Officer
- The Project Co-ordinators
- Consultants and Invitees

5.4 Transfers/Deputations

A staff / employee can be deputed or transferred to any of the branches/project of the organization, in the same category/ grade or on promotional grade in the organization's project area.

The Chief Functionary / Management Committee are the sole authority for all the matters related to such transfer or deputation.

5.5 Discontinuity of service

On appointment, the staff becomes entitled to the benefits available as per terms of the contract. A one-month notice in advance or one month salary, in lieu of Notice by the staff or by the Organization, whoever initiates the action of termination is needed.

5.6 Termination / Penal Damages

GRAMA respects and honors individual and collective weakness. It also attempts to promote cordial environment for the staff to perform effectively and efficiently. The Organisation reserves the right however, to take disciplinary action on any individual or group of individuals whose behavior is considered detrimental to the prestige and standing of the organization.

An employee may be terminated during the probation period, without notice.

◆ An employee found medically, physically or mentally unfit, is liable for termination from the service by the management.

◆ When employee is found guilty of any charges framed against him/her after an enquiry by a committee appointed by GRAMA management with legal assistance and found guilty is liable for dismissal by the Management Committee She/he shall not be entitled for any remuneration from the date of such termination.

5.7 Penalties

- Oral warning
- Written warning
- Fine
- With – holding of increment
- Demotion
- Dismissal

The Chief Functionary in consultation of MC is the final authority to take action on penalized person.

5.8 Relief from Duty/Services

An employee wanting to leave the job will give one months notice as per the contract. She/he will get clearance certification, which is effective for discontinuity from service. All the relief certificates are given by Chief Functionary. Relief certificate will be certified by the accounts officers as no dues.

Appointment in GRAMA is a full time appointment and an employee is expected to bear this in mind. In this connection, it is to be noted that no staff, irrespective of age and position in the Organization is authorized to engage in any other paid job, temporary or part time. However, the C F may, under special circumstances, permit any staff to work in any other organization for the reason to be recorded in writing. Membership of the Board of other organization may be undertaken but with proper intimation to the Chief Functionary. Violation of this provision will attract punishment ranging from mere suspension to termination.

5.0 Pay scale; Allowances and Benefits (Salary Structure)

Scale of pay, allowance and benefits shall be decided by the Board of Members from time to time and shall be binding on the staff. The salary structure will be applicable from 1st April 2007 or the date as decided by the Governing Board.

Category	Designation	Probationary period	Pay Scale (In Rs)	Benefits (Increments)
A-1	Coordinators/Manager-Administration/Programmes and other equivalent positions	6 months to 1 year	13000 - 400 - 15000	As decided by the GB from time to time
A-2	Project Coordinators/Senior Team Leaders	6 months to 1 year	9000 - 350 - 13000	Traveling and others as decided by the MC
B-1	Project Co-ordinators / Team Leaders / Training Coordinators/Accounts Officer/Senior Accountants	6 months to 1 year	5000 - 250 - 9000	Traveling and others as decided by the MC
B-2	Accountants/ Field Co-ordinators/ Organisers/ Community Organisers/Resource Centre Managers	6 months to 1 year	3000 - 200 - 5000	Traveling and others as decided by the MC
C-1	Office Admin support	6 months to 1 year	2000 - 150 -	Traveling and others

	staff/Field supervisors/Office Assistant	year	4000	as decided by the MC
C-2	Village level workers and Equivalent positions	6 months to 1 year	2000 – 150 3000	Traveling and others as decided by the MC
D-1	Watchmen/Cook/Helpers/Mechanics/Plumbers/Other Supportive staff	6 months to 1 year	1500 – 150 3000	Traveling and others as decided by the CF
D Spl	Drivers	6 months to 1 year	2000 – 150 4000	Traveling and others as decided by the CF

Note: According to the assigned Government or Donors Projects, designations may be changed.

6.1 Reward

SALARY-Salary and annual increment will be paid in accordance with the terms of the contract.

6.2 Salary Increment

Salary increment will depend on the resource available, performance of the staff as the indicators provided by the monitoring team and the decision of the Trust Board. Salary increment should not be treated as a right nor can it be challenged in any court of law, as the decision of the Board will be final.

7.0 Staff Performance Appraisal

At the time of renewal of contract an appraisal of the performance of each employee will be made. Results arising from this performance appraisal will be made known to the employee. The performance of the employee ranked and it will be recommended for the better increment also. The following criteria shall be adopted for appraisal. (Annexure VI)

The M C will appraise by using evaluation guidelines submitted by the staff in the prescribed Format (Annexure VI)

Staff Evaluation Guidelines

- ✘ Attendance, punctuality, timely reporting and marking.
- ✘ Promptness, neatness and accuracy in work.
- ✘ Creativity, innovativeness and priority setting ability.
- ✘ Reliability and responsibility.
- ✘ Response and willingness to additional service request.
- ✘ Professionalism in work.
- ✘ Judgment clarity in decisions.
- ✘ Interpersonal relationship quality with colleagues, subordinates and other members.
- ✘ Team work spirit and contribution.
- ✘ Communication skills – oral, written, information sharing, diplomacy, transparency and honesty.
- ✘ Ideas, vision and adoption.
- ✘ Leadership and Management qualities on position.
- ✘ Risk handling and resolutions.
- ✘ Minimising cost verses Maximising output.
- ✘ Timely completion of work schedule as per work plan.
- ✘ Evaluation will be conducted jointly by an internal authorised person and external resource person. Reports will be analysed by Chief Functionary and dealt with for improvement and corrections.

8.0 Training and Capacity Development

◆ To enhance the work output, the staff designated for each responsibility is eligible for the trainings from time to time as decided by the M C.

◆ The M C decides on the type of training to be attended after analyzing the needs of the staff for up scaling his/her capacity for the purpose of promotion or transfer.

◆ MC will guide the staff with orientations as per the requirement of job specification from time to time; with promotion requirements and/or transfer locations.

9.0 Retirement

The staff is recruited to work on CONTRACT basis. However, the maximum age limit to work on regular basis will be 55 years subject to terms of the contract. The retired staff may be appointed as Consultants/Resource persons if the organization requires.

10.0 Discipline of Employees

- An employee of the organization shall discharge his/her duties entrusted to him/her with due care and diligence and shall conduct him/her with

decorum and with a sense of discipline. Non compliance of this rule will render an employee liable to disciplinary action which could result in;

- Withholding of increment with or without cumulative effect.
- Dismissal or removal from service.
- When the services of an employee who is confirmed is be terminated for reasons of misconduct, inefficiency or default on his/her part, he/she will have a right to appeal to the Board of the organization.
- All employees should sign the attendance register on arrival and on departure from duty every day.
- During office hours, absence from office shall be only with the prior permission of the Chief Functionary or the person nominated by him/her.
- The Chief Functionary may call upon any employee to perform duties outside the normal office hours as and when necessary.
- No employee is allowed to keep either in person or to take outside the office, the original or copies of any office documents, without the written permission of the Chief Functionary.
- An employee shall not carry on any private business or undertake part-time jobs. In case of violation of this, the employee will be liable to termination of his/her services in the Organization.
- No matters relating to the affairs of the Organization, its members or its clients shall be divulged by an employee to outsider. Violation of this shall be considered as misconduct.

11.0 Procedure for taking Disciplinary action

Any act of insubordination (disrespect, disloyalty, disobedience, etc.), in relation to work assignment, work performance or work ethics shall be viewed seriously. The C F shall present this act to the Management Committee. The issue will be discussed in the committee and the Chief functionary shall refer the matter to Disciplinary Committee (DC), which consists of the members appointed by the MC which may include one staff representative and one independent person with legal background. The DC will appoint one of the members as the Enquiry Officer who will submit the report within three months. The enquiry shall be conducted in accordance with the principles of Natural justice. The DC shall consider the report and recommend an appropriate action the MC.

The M C shall examine and accept the DC's recommendations in full or partially or reject in totally. The MC can also award suitable punishment or exonerate the proposed action.

12.0 Dishonesty

Any act of dishonesty reflecting in improper financial reporting misappropriation of funds or property of the organisation will attract severe punishment ranging from suspension pending proper enquiry to termination with condition of recovery of the loss to the organisation.

Any person found working against the interest of the organization either by propagating revolt or consciously acting against the objectives of the organization is liable for disciplinary action.

Any act of immorality such as eve-teasing, gender discrimination and sensual approach, drunkenness, harassment or any form of exploitation based on gender bias on fellow staff, SHG members or their representatives shall be considered as an act of dishonesty and will attract the severe punishment.

13.0 In the above situations, CF will use her/his discretion in determining the line of action to be taken. Further, in such situations CF is authorised to send staff member on leave pending preliminary enquiry or keep such staff member under suspension with or without salary, considering the gravity of the charges, pending enquiry.

14.0 Leave and holidays

14.1 Casual leave

- ◆ 10 days in a year/one day a month to cover unforeseen contingencies. Casual leave will not be combined with any other leave.
- ◆ Casual leave cannot be availed more than 3 days, on one occasion.
- ◆ Requesting of casual leave should be made in application form in advance for approval. If availed without approval, absence should be communicated to the office through telephone or sent in writing for acceptance.
- ◆ Casual leave will not be accumulated.

14.2 Medical Leave

An employee is entitled to medical leave not exceeding 12 days in a financial year. Normally, the application should reach the office on the day, one wants to avail of it, but not later than 3 days of joining duty. A certificate from a competent medical practitioner is to be produced, if the leave exceeds 3 consecutive days: This leave cannot be accumulated.

14.3 Maternity Leave

Expectant mothers will be eligible for 60 days maternity leave with full pay and 30 days allowance with a half pay. Maternity leave is permitted only to confirmed staff.

15.4 Paternity Leave

Male employees are eligible for half day leave with full pay for the maximum of 15 days period. This leave can be availed only at the time of wife's admission to the hospital for delivery and after delivery to look after the wife and newly born baby.

Only with prior approval of the Chief Functionary the paternity holiday may be availed.

14.5 Leave without pay

Leave without pay can be granted under circumstances entirely at the discretion of the Chief Functionary, keeping the exigencies of work into consideration. Staff on probation shall be eligible for one day casual and one day medical leave for each completed month of services.

14.6 Leave Procedure

All leave applications should be forwarded through the proper channel to the C F. All such leaves should necessarily be sanctioned before proceeding on leave save in emergency and/or exigencies of circumstances. In such circumstances, leave applications be submitted within 48 hours.

Any employee taking casual leave/medical leave on Friday or on a previous day of holiday and, remains absent on a subsequent Monday or working day; then the leave will be considered for the days that fall in between. Holidays can either be prefixed or suffixed to any kind of leave that is either the leave that ends before the holidays or begins after the holidays.

Leave of any type cannot be claimed as a matter of right but may be sanctioned, refused, curtailed, revoked and postponed according to the exigencies of the work. Leave application should be submitted through prescribed format (Annexure VII).

15.0 Unauthorized absence

15.1 Absenting from work for a period more than three days without official leave or information for sanction of leave, or any form of communication will amount to absent without leave. The person will be required to provide a show cause why action should not be taken against him/her. Until the issue is resolved, the concerned person will be on suspension with loss of pay for the suspension period as well as for the periods he/she was absent without official leave. The period of investigation into the matter shall not exceed 3 days from the date of providing written explanation.

15.2 However, any unauthorized leave that exceeds a period of 15 days shall be deemed as resignation. The concerned person shall be required to provide written explanation why his/her job should not be terminated. The executive committee shall look into the matter. The concerned person shall be under suspension with loss of pay for the suspension period as also for the period of unauthorized absence. The maximum period to dispose the case is 15 days from the date of providing written explanation.

16.0 Organisational Development

16.1 Internal Assessment

This is an exercise, which GRAMA undertakes on its own with outside facilitation and support. The purpose of the program is to assess the organization capacity in continuing the present assignment and taking a new one. The assessment covers the following.

- Organization - Systems, Procedures and Transparency
- Board – Facilitation and guidance for Good Governance
- Staff - Capacity, efficiency - (concepts, knowledge and skills in implementation, behavior, leadership and values).
- Program - Relevance, impact and achievements sustainability, spread effect, local resource mobilization etc.,

16.2 Retreat

The CF will once in two years invite the Board members and all the staff of the Organisation, including the consultants, for a Overall reflection of the progress of the work during the past two years and plan for the future. On this occasion SWOT analysis will be undertaken and the whole process will be documented.

17.0 Gender Policy

GRAMA is an organization that focuses on gender justice and empowerment of women. This is not possible without a well-articulated Gender policy. Hence the organization stand on gender is as follows.

- GRAMA makes conscious effort to maintain gender balance within the organization, develop leadership qualities and provide promotion opportunities for women employees.
- By gender balance we mean representation of women at all levels, participation and decision-making.
- As the focus of the organization is on women, it is possible that more women employees will be taken in the organization.
- The women staff of the organization is to be respected and honored as should not be discriminated against, debarred or deprived of anything as a result of their being female.

18.0 Management /Administration

18.1 Office Resource Usage

- ◆ The employees are expected to maximise the output of work results and control cost on operations to the minimum; by making conscious efforts in utilising stationary, telephone, computers, internet etc. only as per the requirement. To maintain and monitoring properly use specific registers and/formats. (Annexure VIII).
- ◆ For outstation travel the employees shall claim the traveling allowances at actuals as approved by the C F. (Annexure IX)
- ◆ The local conveyance shall claim for any office work if approved by the C F. (Annexure X)
- ◆ Avoid using lights, fans, water and telephone, unless it is necessary. No personal calls and Slang conversations on telephones. Switch off electronic items like computers, printers, tube lights, fans when not in use.
- ◆ Turn off the taps, regulators and check for toilet flush leakages, whenever in use. Lock the doors, windows, drawers, before you leave the office.
- ◆ Keep the office table clean and neat while leaving.
- ◆ Duplicate keys of all your drawers shall be deposited with the Director (Admn), for times required for checking the documents, in the absence of staff.
- ◆ No cash or personal belongings shall be kept in the drawers and the losses will not be the responsibility of the organisation.
- ◆ No legal documents or property such as cash books, pass books, cheque books, FDs, shall be carried home by the staff. All the legal documents will be handled by the authorised persons, kept in the custody of his/her responsibility.
- ◆ **Usage of Office Vehicles**
- ◆ Office vehicles are given for use of the field staff for specific programmes, as decided by the organisation.
- ◆ Staff using office vehicles are given allowances for travel, maintenance and repairs as decided under the policy of allowances; based on the movement and utility of Kms, recorded in the log book, with the purpose of usage of vehicle.

- ◆ Individual vehicle log book will be maintained by the staff and produced for verification at accounts section for travel claims.
- ◆ One key of the vehicle should be deposited with the designated/authorised staff of GRAMA, at accounts section.
- ◆ R.C book original, should be deposited with the designated staff at office. Xerox copy of R. C book, attested by CF shall be carried by the staff for reference.
- ◆ Defaulting from traffic and RTO regulations by staff or drivers and related fines shall not be the responsibility of the organisation.
- ◆ Insurance payment reminders shall be done by the staff each year, for their vehicle in use; at the accounts section.
- ◆ Vehicle shall not be used for any personal use by the staff and in case used for emergency while at home; shall be reported to the Chief Functionary at office with details of use.
- ◆ Vehicles in use by the staff shall not be given for use for others; except at work place, with the permission of the officer in charge.
- ◆ to Vehicle shall be maintained clean and in condition; by attending to its up keep on day day basis.
- ◆ Drivers shall clean the vehicles daily in the morning, as their first schedule of the day.
- ◆ Any accident, damages or breakdowns shall be reported in writing by the concerned staff or drivers to officer in charge, for repairs and services.
- ◆ The vehicle log book to be maintained by the driver as per the format.(Annexure XI).

18.3 List of Documents in the Custody of Chief Functionary

- Trust Registration Deed.
- Original copy of Rules and Regulations.
- Addendum to Trust Deed.
- 12 – A certificate.
- 80- G certificate.
- FCRA certificate.
- PAN card of the organisation.

- Pass books and cheque books of the organisations accounts.
- TAN card.
- Balance sheets – Audited.
- Fixed deposit certificates.
- Property documents.

18.4 List of Documents in the custody of Accounts Officer/Co ordinator (ADMN)

- Telephone documents
- LPG gas certificates.
- Vehicle documents.
- Rental and lease agreements.
- Income tax documents.
- Electronic-Audio- Video equipments; (Camera, Video Camera, Calculators etc.)
- Accounts related vouchers, receipts, cash, ledger books.
- Any other assets surrendered by the management to the custody and care of the authorised staff.

The above mentioned Documents/Assets shall be periodically monitored by Chief Functionary (ADMN) with the help of account's personnel.

18.4 Office Hours

- An employee is expected to work minimum 8 hours a day, excluding half an hour lunch break.
- The staff working in the administrative and accounts section, stationed at office premises, reports at 9.30 am and works upto 6.00 pm.
- Office helpers, peons, receptionist, telephone operators and drivers report at 9.00 am for attending to their morning schedule of work at office.
- Staff who work at field level with the communities and client groups are given the responsibility of completing their work schedule as expected from the work plan, having options for flexible timings, at the field level.
- Every Sundays are full holidays.

- As per the Management Committee's decision every year, beginning from January, General holidays limited to 15 days.

19.0 External Consultancy/Regular Consultants:

In the organization development works requires intervention by the professionals to assist the board and the management to access experiences and best practices prevailing in the market. Consultants are to be hired on regular basis and from time to time as required for advice, recommendations and suggestions for improvements.

The consultancy fees/honorarium will be paid as per the contract and based on the assignment. Consultants can be hired as per the exigencies of work and their fees and travel will be approved by the Management Committee.

20.0 Budget and Budgetary Control

20.1 A budget is a financial document of a project plan. All the planned receipts and expenditure is estimated beforehand, activity wise/account head wise to make analysis easy. It helps in estimating in advance, the probable receipts and payments. It also helps in comparing the variances after completion of the project activities. It is always prepared and approved prior to the defined period of time, giving the policies to be pursued during that period, for the purpose of attaining a stated objective.

Further to achieve the objectives set forth in the budget, budget control systems have to be established. Thus, budgetary control means the establishment of Budgets relating to the requirement of a policy, and then continuous monitoring of actual performance with the budgeted estimates, either to secure by individual action the objectives of that policy to provide a base for its revision.

It is therefore, of paramount importance to closely monitor various schemes and programmes undertaken by GRAMA to ensure that funds allocated are properly utilized within the time frame and the desired results achieved as per the initial planning. This is a process of budgeting. A budget is nothing but a document giving details of various activities planned and expressed in financial terms for a given period, together with estimate of receipts and expenditure. The budgets are either for a short term or long term, depending upon the project profile. Mid-term reviews of Budgets will help effective monitoring of plans and thus serve the requirement of budgetary control. Hence, Planning and budgeting with necessary inbuilt controls, is most important part of project implementation.

Following guidelines are laid down for preparation and monitoring of budgets: There shall be an Annual Budget prepared in the month of April, for the following financial year.

- ◆ It shall contain estimates of income and expenditure, both relating to revenue and capital.
- ◆ The budget estimates shall be assessed with reference to the past actuals and the programme planned for the budget period.
- ◆ Estimates shall be such that the actuals will not differ materially from the budget anticipations and shall be as realistic as possible.
- ◆ The budget shall be prepared by Accounts Officer in consultation with project Officers and Chief Functionary.
- ◆ The budget shall be compiled project/ programme-wise and the budgets so compiled shall be got approved by the Chief Functionary.
- ◆ Prior approval of the Chief Functionary shall be obtained in case the budget provisions are likely to be exceeded.
- ◆ Quarterly review of Budget forecasts versus actual utilization shall be done and variances explained with justification presented to Governing Board, for their consideration.

21.0 Internal Audit and Control

A sound financial management presupposes an affective system of internal audit and inspection of accounts. Internal audit implies check of internal control procedures laid down by an Organization by a team, proficient in the job to ensure that such procedures are affectively followed at all levels, to minimize, if not all together the possibilities of mismanagement and inefficiency. Hence, the efficiency of internal audit largely depends on establishment of good internal control mechanisms within an organisation. While by maintenance of proper accounts, the working results and financial position is accurately ascertained; it is the audit of accounts that establishes whether expenditure is judiciously incurred and whether the norms of financial propriety are observed by following internal control procedures. Hence, the establishment of internal control procedures and internal audit are complementary to one another.

Apart from propriety audit, the account wing shall conduct audit of vouchers and books of accounts maintained at the project Offices with periodicity specified by accounts section, to ensure the correctness of various transactions taking place.

The internal audit shall be facilitative in nature and not fault finding activity. The internal auditing shall suggest corrective measures if any deviation is observed rather than confined to making observations. The reports of internal audit shall be submitted to the Chief Functionary every quarter for review. The serious observations, if any, shall be discussed in governing body meetings, for remedial action.

21.1 Internal Audit System:

- ◆ The audit shall cover all aspect of Expenditure /Allocation, receipt of funds, both capital and revenue.
- ◆ A system of budgetary control and its periodical review shall be enforced. Actual expenditure and receipt shall be compared with the budgeted figures.
- ◆ There shall be a surprise verification of cash, stocks, assets etc. by the internal audit team.
- ◆ All necessary records as per statutes applicable to GRAMA and or as directed by Funding Agencies and Government, if grants are released from latter, shall be maintained.
- ◆ There shall be a time frame fixed and stipulated for various returns/records to be furnished to various Authorities, duly authenticated by the Officers concerned, which shall be scrutinized by the internal audit team.
- ◆ There shall be a system of assessing the surplus funds at frequent intervals and their investment duly considering the risk and return criteria, keeping in view various Income Tax Provisions.
- ◆ There shall be a regular review of internal Audit reports by the Governing Board.

21.2 External Audit System:

An Annual Board of Trustees meeting shall be held every year within 6 months from the closure of financial year, by giving at least 7 days notice to the members in which the Annual audited accounts shall be placed in the said meeting, for approval and adoption.

The Financial year of GRAMA shall commence on the first day of April of each year to 31st day of March, of the succeeding year.

Following are some of the Policy guidelines for statutory compliances, to be followed by the Organization:-

- ◆ A Practicing Chartered Accountant shall audit the accounts of GRAMA annually and the same shall be placed before the Chief Functionary.
- ◆ Separate books of accounts shall be maintained with regard to the receipts and applications of foreign funds. However, there shall be only one cash book for various types of foreign receipts.
- ◆ No local contributions shall be reflected in FC Registers. (Not allowed as per FCRA Act.)

- ◆ A Chartered Accountant appointed by GRAMA shall audit all the books of accounts maintained by GRAMA. Such audited accounts shall be placed before Governing Board meeting for adoption, before they are submitted to the statutory authorities concerned.

22.0 Statutory Audit Programme

The following check list of items to be produced to the external auditors for statutory audit.

- ◆ Bank confirmation along with BRS for all Bank Accounts.
- ◆ Cash balance certificates – Bank account wise.
- ◆ Fixed Deposit Certificates.
- ◆ Tallied Trial Balance for all accounts, after incorporating all entries.
- ◆ Balance Sheet, Income and Expenditure account and Receipt & Payment account for the period.
- ◆ Fixed Asset Register in the prescribed format, posted up to date with stock verification certificate.
- ◆ Updated all books of accounts and registers as of QuaRecords relating to Salary payments, recovery
- ◆ Office rent and other payments due up to March shall be paid without carrying the liability forward and produce the records for audit.
- ◆ Close the cash in hand and remit to bank on year ending 31st march.

23.0 Revision / Amendments to the Policy

With the growth of the organisation, policy changes and revisions are inevitable;

- ◆ Chief Functionary will propose the revision requirements to the MC.
- ◆ MC will study the proposal and with their comments, submit to the Board for consideration and approval.
- ◆ The policies and service conditions in order to remain current need to be amended from time to time.
- ◆ Any amendments and/or modifications made or any orders, notices, instructions and circulars issued under policy guidelines shall be circulated in all the offices and branch offices; to each employee for acceptance and signature. Employees shall sign the circulars sent therein, as to agreement to the contents.
- ◆ In case of doubts or conflict in the interpretation of the policies or service conditions, the decisions of the Chief Functionary/Governing Board are final.

ANNEXURE – I

GRAMA'S PROGRAMMES AT A GLANCE

Area of Operation:

Chitradurga District: Challakere, Nayakanahatti, Dharmapura, Parshurampura, Hiriyur,
M. D. Kote, Ashok Siddapura

Period				
SL. No.	Programmes	Up to :	Reporting period	Cumulative
I	Institution Building:			
	a. SHG'S			
	b. AG(Area Groups)			
	c. SWS (Sujala watershed)			
	d. Federations sujala			
	e. V.V.Clubs			
	f. RC.s			
	g. PRIS (groups formation)			
	h. Institutional Linkages			
	i. No. of Institutions			
	ii. Amount mobilised			
	iii. Materials			
II	PROGRAMMES:			
	a. Watershed			
	b. Total area coverage			
	c. Rain water harvesting			
	d. Forestry promotion			
	e. Development of Horticulture			
	f. Promotion of livestock			
	a. Vermiculture			
	b. No. of farmers			
III	No. of IGP'S/MED/Marketing			
	1. No. of families			
	2. No. of group enterprises			
	3. No. of trainings/no. of beneficiaries/			
	EDP/REDP/Other			

IV	TRAININGS:			
	1. CBO's trainings/no.of beneficiaries			
	2. Technical trainings/no. of beneficiaries			
	3. Health trainings/no. of beneficiaries			
	4. PRI's trainings/ no.of beneficiaries			
	5. Trainings for others/no. of beneficiaries			
V	OTHER PROGRAMMES:			
	(Involved by GRAMA)			
	1. Total sanitation			
	2. NRGs			
	3. Raitha Mitra			
	4. Voters awarness			
	5. Health camps			

Tumkur District: Gubbi Kasaba

Note: This information shall be displayed at each Project locations of GRAMA.

ANNEXURE - II

TENTATIVE ACTION PLAN FOR THE MONTH OF _____

NAME:

DESIGNATION:

DATE	PROPOSED WORK PLAN	ACTUAL ACCOMPLISHMENT
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		

DATE	PROPOSED WORK PLAN	ACTUAL ACCOMPLISHMENT
16.		
17.		
18.		
19.		
20.		
21.		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

Date:

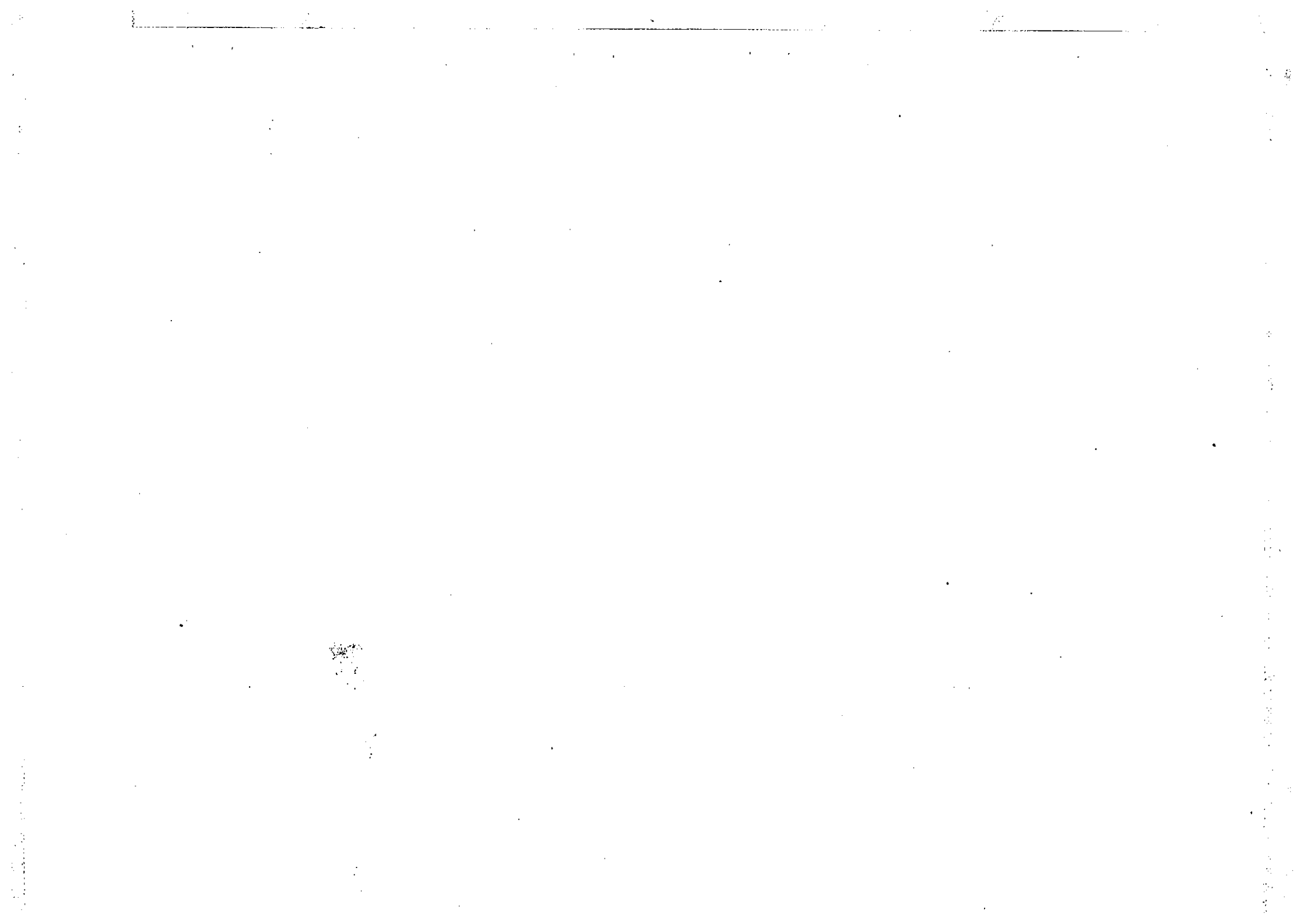
Signature

PROGRESS REPORT FOR THE MONTH OF _____

Name of the Project:

Designation:

Sl. No.	Proposed Plan of Activity	So for	During reporting period	Cumulative	Remarks



ANNEXURE – IV

**GRAMA- CHITRADURGA
BIO-DATA**

1. Full Name:

PHOTO
(Passport size)

2 Father/Husband Name:

3 Present Address/Telephone No:

4 Permanent Address/ Telephone No:

5 Date of Birth :

6 Marital Status: Married () Single ()

7 Educational Qualification:

Examination Passed	Specialization	Institution / College / University	Year	Rank

7. Languages Known: READ WRITE SPEAK

- a.
- b.
- c.
- d.
- e.

8. Work Experience

Name & Address of Employer	Service (From-to)	Designation	Emoluments	Reason for leaving

9 Extra curricular activities : (School /College/Employment):

10. Reference Name, Full Address. Telephone Numbers of two persons:

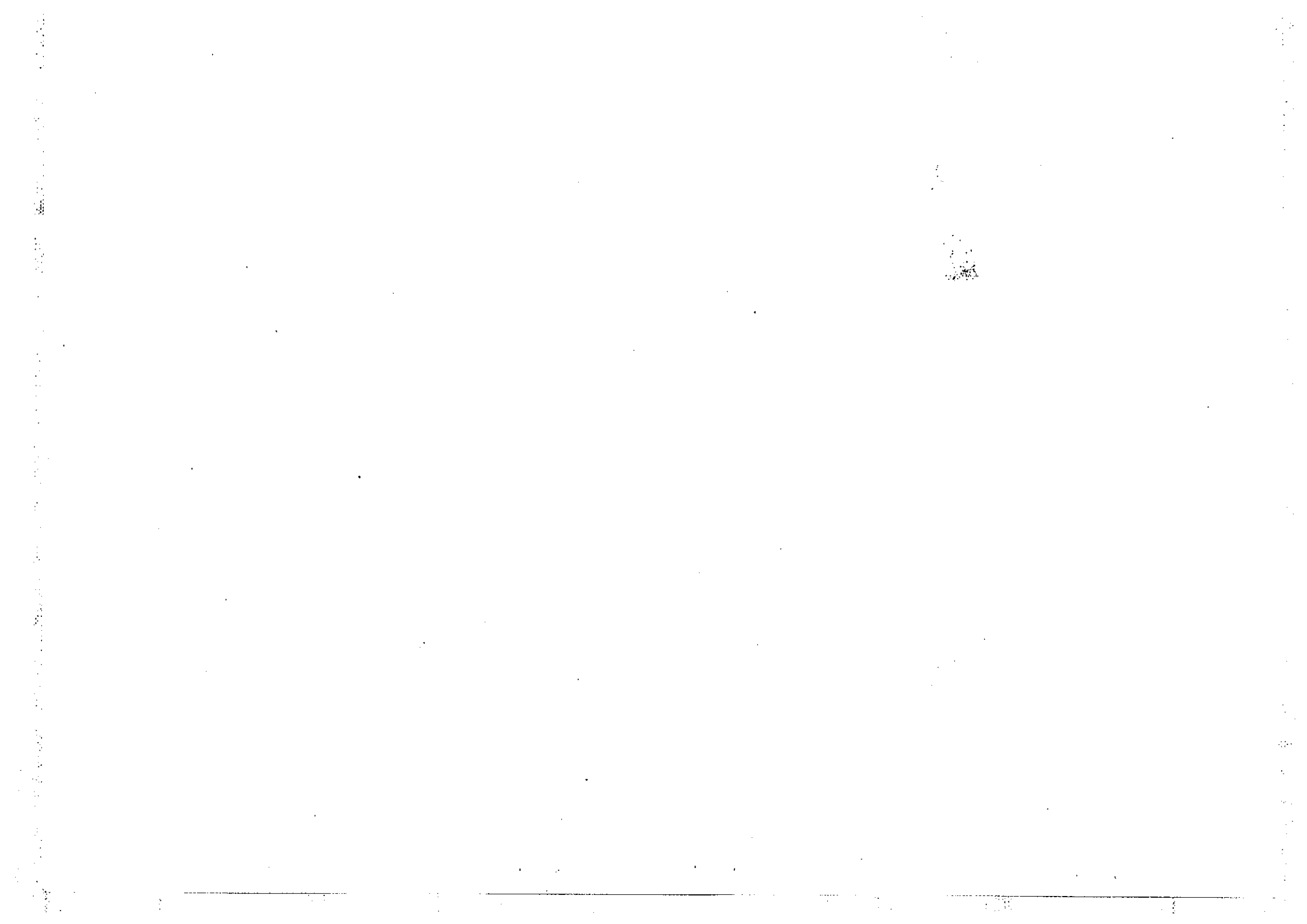
11. Are you willing to work anywhere in GRAMAs project locations: Yes ()
No ()

12. Time required to join if selected:

13. Any other information you feel we should know about yourself.

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT



Staff Appraisal Format

Sl. No.	Particulars	Excellent	Very Good	Average	Poor	Remarks
1	Attendance/Punctuality					
2	Mental Alertness					
3	Professional knowledge of work					
4	Follow-up / Upgrading					
5	Responsiveness to requests for service					
6	Judgment/Decision Making					
7	Attitude towards fellow workers, superiors and subordinates					
8	Initiative					
9	Responsibility					
10	Communication skills					
11	Dedication, effective time management					
12	Capacity for organization of work and supervision of staff					
13	Knowledge of regulations and procedures					
14	Priority setting					
15	Turnover / quality of work					

LEAVE APPLICATION

Date:.....

1. Name.....

Designation.....

2. Date: From..... To.....

3. Purpose of Leave.....

4. Contact Address & Telephone Number during the leave period

.....
.....
.....
.....
.....

Nature of Leave :

		Eligible	Balance
Casual Leave	<input type="checkbox"/>
Sick Leave	<input type="checkbox"/>
Others (Specify)	<input type="checkbox"/>

.....
.....
Applicant's Signature

Approving Authority

**GRAMA- CHITRADURGA
Vehicle Acknowledgement**

Name of the Project.....

1. working as
hereby
acknowledge the receipt of the vehicle specified below.

Vehicle Number	Make (Name)	Model (Year)
License Number	Validity Period	

I undertake the responsibility to maintain the organization vehicle and keep in good condition at all times

I shall be responsible for any kind of loss, theft, accident of the vehicle.

I shall use the vehicle for official purpose

I shall return the vehicle in good condition if I have to leave or if I am asked to leave by the organization.

.....
.....
Signature of the receiving staff

Signature of the Project Co-ordinator

.....
Programme Co-ordinator

GRAMA, Chitradurga.

T.A./D.A. format for out station visits/Field visit

Date & Time	From	To	Bus/Train fare	Local convenience	D.A. or Food bill actual	Other specify	Total amount (in Rs.)

Rupees in words _____ only.

Approved by

Verified & passed by

Submitted by

