

# **Organizational Strengthening of Ujala Core District Partners on Financial Protocols and improving Organizational Policies**

**August 2021**

**AwazCDS-Pakistan:** Established in 1995 and is registered as not for profit organization with registrar joint stock companies under Societies Registration Act 1860 and enjoys special consultative status with United Nation's Economic & Social Council (UN ECOSOC). AwazCDS-Pakistan's core mission is to develop integrated and innovative solutions in cooperation with partners at all levels to secure the future of marginalized communities especially by creating rightful spaces and choices of life. For more information, please visit

[www.awazcds.org.pk](http://www.awazcds.org.pk)

**Ujala:** is national network for creating rightful spaces & choices of life. Ujala is comprised of 50 civil society organizations working together for the rights of children, women, young people, person with special abilities & transgender communities through grassroots mobilization and suggesting legislative reforms in the country regarding Gender Based Violence, Life Skills Based Education, Youth Friendly Health Services, Early Age Marriages and issues related to Stigma & Discrimination. Network is being managed by Awaz Foundation Pakistan: Centre for Development Services.

<https://ujalapk.net/>

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## **Background of Ujala Network:**

Ujala Network was conceived in October 2016 and is being led by Awaz Foundation Pakistan: Centre for Development Services who is an independent non-governmental organization; follows rights based approach to raise voices for creating rightful spaces and choices of life for all particularly marginalized segments including women, children and young people since 1995. Ujala has 48 Members working in 44 districts across Pakistan including Azad Jammu & Kashmir and Gilgit Baltistan. We believe that everyone either Men, Women, Young boys & Girls, Person living with special abilities, Transgender has the right to lead the life where they can achieve all of their basic human rights and can achieve a safer, improved and more successful future through policy advocacy for laws, policies and programmes that will make a difference in their lives.

Ujala since inception from October 2016 have faith in building capacities of civil society including NGOs, Media, Parliamentarians, Academia, Government Departments, Legal Fraternity etc. by engaging them in different platforms to eliminate all forms of gender based violence, advocating for Life Skills Based Education, Access to youth Friendly health services and to eliminate stigma and discrimination against person with special abilities and transgender community. Ujala works on collecting evidence for advocacy, Alliance building, influencing policy improvement, implementation of existing policies and laws to transform social norms. We aim to create Rightful spaces and choices of life having complete realization of Sexual and reproductive health & Rights as per need of our cultural context and requirements.

Ujala Network is a formation of 48 National, Provincial/regional and District level well known leading and prominent organizations that have different strengths, expertise, skills and vast experience of working on women, children, youth, PWDs and Transgender rights. In Ujala phase I and II, we did rigorous capacity building training of partner organization on SRHR and GBV themes so they can work in field with full clarity and technical support.

## **Capacity Building of Partners after Pre-Assessment:**

Before closing of Phase I and entering into Ujala's phase II, we did a comprehensive exercise based on performance to bifurcate Core District Partners from Activity District Based Partners. The purpose was to invest more on those partners who performed really well and whose policies and systems can be strengthened with SRHR lens to support them further. 20 partners were selected as Core while 20 as Activity based partners, we did a two days inclusive training of core partners on organizational and financial system strengthening. The capacity building training workshop on financial protocols and organizational policies of Core District Partners was held on February 26 & February 27, 2020 at Crown Plaza Hotel, Islamabad. Under Ujala program, it was a two days' workshop attended by 20 Core District Partners and 4

Provincial Partners from the province of Punjab, KP, Sindh and Balochistan. From each organization, one focal person of **UJALA** Ujala/ Head of the organization and one person from finance department attended the training. The objective of the workshop was to strengthen the organizational policies, especially the Financial, HR, Gender and Anti-Sexual Harassment policies of all Core District Partners. The policies were first reviewed by the Awaz program team and, on the days of workshop, suggestions and recommendations were given to each partner accordingly. The objective was that through institutionalization, every partner organization must be capable of strengthening their own institutional capacity and the organization must be at the level that it may take lead the agenda of reproductive health right independently.

# Summary of Pre & Post Assessment and Major changes made by Core District Partners

During Ujala Phase II, National secretariat of Ujala made a comprehensive assessment of 20 Core Partners' Policies with respect to SRHR particularly around Human Resource, Gender Policy, Anti-Harassment Policy and Financial Policies to make their systems strengthened. Pre-assessment was carried out by requesting their policies and they were provided with two days comprehensive training on gaps identified in their policies. AwazCDS-Pakistan has prepared a separate data sheet for gaps of every partner so we can work with individual partner separately.

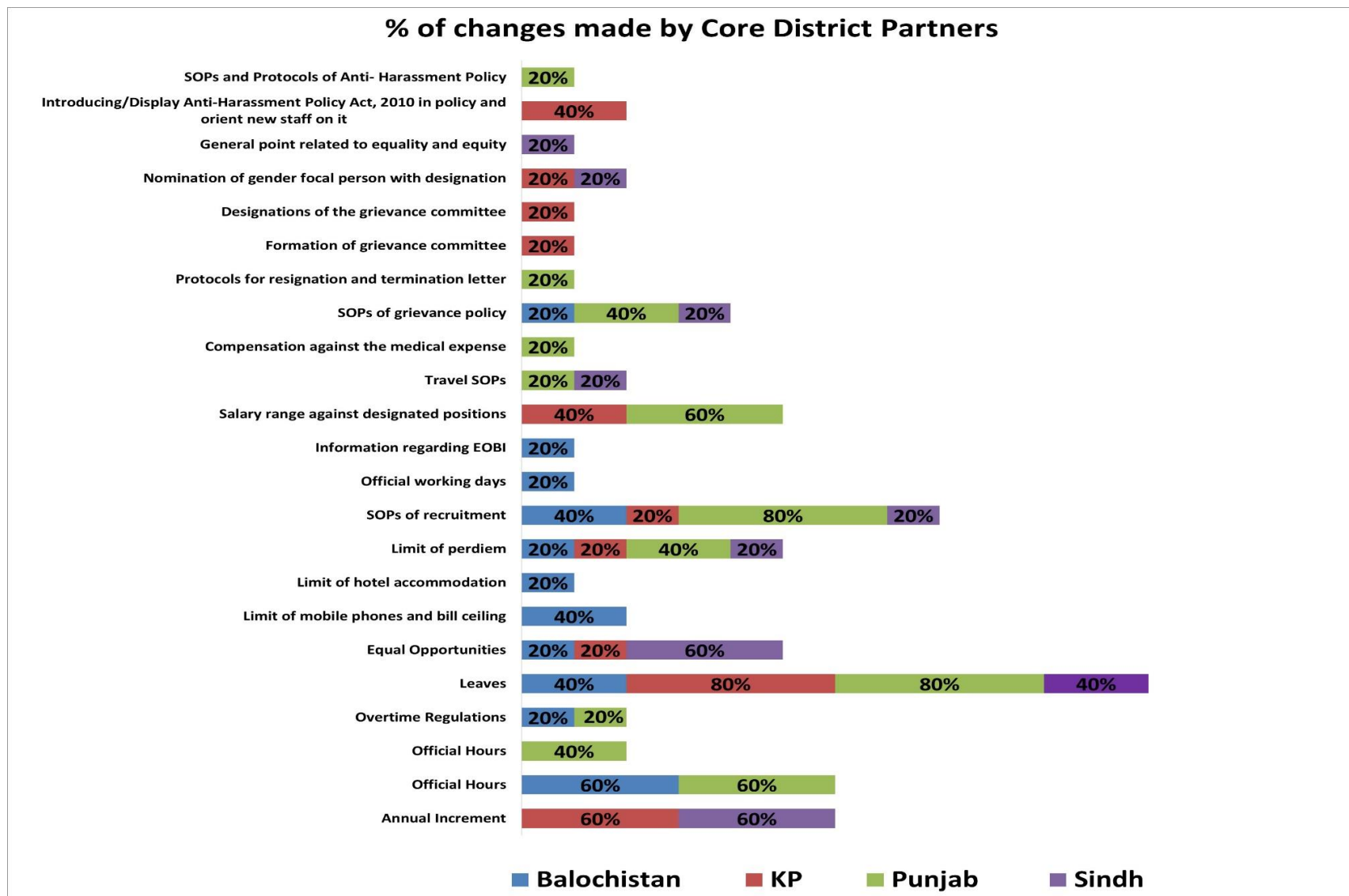
**Gaps were identified under following indicators in below mentioned policies during assessment:**

	Gaps Indicators assessed in Human Resource Policy	Gaps Indicators assessed in Gender Policy	Gaps Indicators assessed in Anti-harassment Policy
1.	Annual Increment	Nomination of gender focal person with designation	Formation of inquiry committee
2.	Office Hours	SOPs of gender policy	Designations of investigation committee
3.	Lunch Timings	Circulation of information on gender advisor within the organization	SOPs and Protocols of Anti- Harassment Policy
4.	Overtime Regulations	Separate washrooms for males and females	Availability of complaint register and ensuring its confidentiality
5.	Leaves	General point related to equality and equity	Engaging HR or gender focal person or safeguarding focal person in the harassment protection committee members for sexual harassment
6.	Designations against recruitment committee		Component of zero tolerance policy against harassment
7.	Equal Opportunities		Introducing/Display Anti-Harassment Policy Act, 2010 in policy, its protocols and SOPs.
8.	Limit of mobile phones and bill ceiling		Including the process of complaint registration/SOPs of registering complaint
9.	Limit/ceiling of hotel accommodation		Inclusion of investigation process
10.	Limit of perdiem/ mentioning subsistence allowance		Inclusion of hearing process
11.	Protocols of recruitment/ SOPs		Orientation of newly hired staff on ASHA,2010 and other relevant policies



12.	Official working days		Formation of investigation/inquiry committee
13.	Information regarding EOBI		Formation of investigation/inquiry committee
14.	Salary range against designated positions		Ensuring gender balance in investigation committee
15.	Travel SOPs/ protocols of travel		
16.	Compensation against the medical expense		
17.	SOPs of grievance policy/conflict resolution or management		
18.	Protocols for resignation and termination letter		
19.	Formation of grievance committee		
20.	Designations of the grievance committee		

## Graphical representation of indicators improved by Core District Partners





# Province wise Detailed Analysis of Partners' Gaps & Improvements

Below is the province wise partners' gaps and improvements in policies of Core District Partners:

**Balochistan**

Sr. #	District	Partner	Suggestions and recommendations given by Awaz team	Suggestions and recommendations accepted by partner
1.	Sibbi	Bright Star Development Society	<p>"Human Resource Policies and Procedures:            Grade Category: The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate.            The office hours and lunch timings are not mentioned.            Overtime regulations: Suggestion: if BSDSB allocates standard sum of amount for all who do over time rather than only support staff and assistants.            Maternity Leaves: The maternity leave must be of 3 months and not for 45 days.            NEEDS AND BSDSB policies are better as compared to others SOPs of gender policy are missing. Nomination of gender focus is missing.            Awaz will support BSDSB in formulation of gender policy.            Harassment Policy: The representative designation must be mentioned and if the representative is a gender focal person then the complainant should not go directly to the finance and administrative manager. No proper SoPs. In order to make it more explicit, Awaz will support BSDSB in the formulation of SOPs. The designation of committee shall be categorically mentioned in Sexual Harassment Policy.</p>	<p>"1. The office hours and timing are mentioned and incorporated in Revised HR Policy (You can see it on the Page No.8)            2. The overtime suggestions by Awaz Foundation have incorporated in the HR Policy. (You can track it on Page No.15)            3. In the Policy the Maternity Leave period has revised as 45 days to 3 Months. (You can see it on Page No.20)            4. We have revised the Gender Policy, in the Policy the Manager HR is the Gender Focal Person."</p>
2.	Lasbella	CARD	<p>"HR Policy:            Procedure: Designations against recruitment committee are not mentioned.            Basic work week: Please correct the total working hours from 60 to 48 (6 days timings 0900hrs-17:00hrs)</p>	<p>All points are included except gender and Anti- Sexual Harassment Policies.</p>

			<p>The SOPs of Grievance Policy needs to be developed. Incomplete information means unclear and SOPs are missing. Like complaint register, duration, the process of complaint registration, the investigation process and hearing process shall also be defined. etc.</p> <p>Maintenance of policy: There must be a complaint register in which written complaint data must be available and it must be kept confidentiality.</p> <p>Awaz is suggesting to engage HR or gender focal person in the Harassment Protection committee members for sexual harassment. Awaz will support them in formulating Gender and Anti-sexual harassment policies.</p>	
3.	Nasirabad	National Educational Environment Development Society &	<p>"HR management policy manual:          Equal Opportunities- Women and transgender are highly appreciated and encouraged to apply.          Section C: Recruitment Policy          Recruitment committee should clearly mention the designations.          Section D          Appreciated: A policy on Disabled person in which 2% quota of PWDs on total employees' strength is highlighted          ALLOWANCE AND ENTITLEMENT POLICY:          Please define the limit of mobile phones and bill ceiling per month though we understand the ED/CEO is responsible to make sure all possible communication anytime so NEEDS can enhance the amount but mentioning 'no limit' makes the policy biased towards others staff members.          HOTEL Accommodation: Limit/ceiling is not mentioned. The limit of per diem is also not mentioned.</p>	<p>1. In Equal Opportunity Section, although NEEDS have not categorically mentioned 'Women and transgender are highly appreciated and encouraged to apply' but added the word 'transgender' along with 'men and women' is added on Page 11 and Page 15.          2.ALLOWANCE AND ENTITLEMENT POLICY: Please define the limit of mobile phones and bill ceiling per month though we understand the ED/CEO is responsible to make sure all possible communication anytime so NEEDS can enhance the amount but mentioning 'no limit' makes the policy biased towards others staff members.          3. Hotel Accommodation: Hotel Accommodation Limits are added.          4. Limits of per diem are added.</p>

			<p>Along with maternity, paternity leaves should also be given of up to ten days (suggested)</p> <p>Procedure of dealing with sexual harassment cases: The protocols for registration a complaint is missing in harassment protocols, a complaint register must be maintained and kept in confidentially.</p> <p>The gender focal person or safeguarding focal person shall be nominated to deal with cases like sexual harassment.</p>	
4.	Jaffarabad	<b>Social Humanitarian Agency for Development &amp; Empowerment Organizational</b>	<p>"HR Policy          SOPs of hiring an individual/or hiring of an employee is missing. For examples, protocols of advertising position, recruitment committee against the positions etc.</p> <p>The HR policy lacks some key standards like official working days, Official hours, info. regarding EOBI etc. Salary range against positions are not mentioned. If you give annually increment to the staff, then it should be mentioned in the policy.</p> <p>Types of conduct. A zero tolerance policy against harassment at work place must be mentioned. Anti-Harassment Act, 2010 must also be mentioned and also set it protocols and SOPs in the HR policy</p> <p>Compensation Policy:          Mobile Phone Facility: The bill ceiling should be mention for mobile phone facility at every level f.e. senior management, mid-level management, and field staff.</p> <p>"SHADE Gender Policy:          Suggestion: Women and transgender are highly appreciated and encouraged to apply. Proper SOPs are missing.</p>	<p>"1. HR Policy: SOPs of hiring an individual/or hiring of an employee is missing. This point is incorporated on first page section 1.1 till section 'Conducting interviews. Section 'External Advertising' till section '1.6 Selection Tools' is also incorporated. 2. Total working days (i.e. Six working days) and official hours (8-9 hours) is added.</p> <p>3. Info. regarding EOBI and provident fund is incorporated in financial policy under section 11 &amp; 12 (Staff Provident Fund &amp; Employees Old Age Benefit Investment respectively). 4. Under section 'Mobile Phone Facility ' of compensation policy, the point 'claim of ceiling not more than 1000/- PKR' is added.</p>

			<p>The information related to Gender Advisor shall be circulated among the SHADE employee for any kind of gender related advice.</p> <p>Facilitate SHADE EMERGE AS A GENDER FAIR ORGANIZATION: From gender lens, along with maternity leave, paternity leave shall also be mentioned. Some of the practices that SHADE may also be given, shall also be mentioned in the gender policy e.g. separate washrooms for male &amp; female, transportation facility after working hours, subsistence allowance etc.</p>	
5.	Loralai	Waseela Development	<p>The recruitment policy does not fulfill the protocols of transparency as the positions of all levels should be advertised, shortlisted and interviewed by proper recruitment committee. Waseela's recruitment policy shares this recruitment process only for the mid-level managerial positions or the juniors' positions.</p> <p>Performance Evaluation Policy: The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds.</p> <p>Gender Policy:        Major lacks in gender policy. Awaz will support Waseela in the formation of gender policy.        SOPs of Gender policy, gender focal person is not mentioned.</p> <p>Sexual Harassment Policy:        Complaint Process: The word 'shall' be used in replace of 'can'. The org. shall designate individual or individuals. The committee that you will formulate, mention the designations as well.</p>	<p>Recruitment Policy: In the updated recruitment policy, rather than highlighting a particular position, word 'employee' has been used for all and in the policy it is mentioned that 'it is organization's policy to select employees based on a thorough screening for clearly defined selection criteria. The received updated recruitment policy is more detailed and SoPs for hiring a new staff is also mentioned in detail.</p>

			Incomplete SOPs, the process of complaint registration, the investigation process and hearing process shall also be defined.	
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### Khyber Pakhtunkhwa

Sr. #	District	Partner	Suggestions and recommendations given by Awaz team	Suggestions and recommendations accepted by partner
6.	Bannu	Al-Dua Organization	<p>"Please correct the name of Welfare in the policy. Welafare is written.</p> <p>HR Management &amp; Development:          Joining: The information about the newly appointed employee shall be given by the HR section and not PM.          Casual Leave: Entitlement: Suggestion to extend the CL for 12 days a year, rather than 7 days.          Overtime: Please mention the subsistence/ travel allowance etc. as compensation must be mentioned with the amount.          Paternity leaves are missing.          The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate.          You may also include the clause of provision of increment with subject to the provision of funds.          The salary range must be mentioned against designated positions.          Wherever the equal opportunity is mentioned, along with male and female, transgender must be mentioned          "Administration:          Amount range for lodging and perdiem are not mentioned. It should be categorically mentioned          Awaz will support Al-Dua in the formation of gender policy.</p>	<p>"Word 'welfare is made correct. Casual leave is extended to 12 days per anum.          A table of subsistence/travel allowances etc. mentioning amount also made.          Annual increment based on performance and inflation rate also set.          Salary range against designated positions mentioned in detail.          Transgender also included in advertisement to avail equal opportunity."</p>

			Anti-Sexual Harassment Act, 2010 must be displayed in the organization premises and in HR section it must be mentioned that the newly hired employees shall be oriented on this act.	
7.	Lower Dir	Dehi Ijtimai Tarqyati Social Worker Council	<p>"Personnel File: The responsibility of providing contract to new employee must be given by the HR department and not by PM.</p> <p>Job Description: As per the law the JDs should be the part of the contract.</p> <p>Inflation rate must be categorically mentioned in increment. The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds.</p> <p>Grievance: What is meant by 'Concerned Office'? Instead there must be a grievance committee and the designation must be mentioned with the proper SOPs with given timeline.</p> <p>Suggestion: Awaz is suggesting DITSWC to increase the maternity leaves from 60 to 90 days. As per the government's law, it is of 90 days</p> <p>Awaz will support DITSWC in the formation of gender policy.</p> <p>Anti-Sexual Harassment Act, 2010 must be displayed in the organization premises and in HR section it must be mentioned that the newly hired employees shall be oriented on this act.</p>	<p>1. The contract must be given by HR manager and not by PM. This point is incorporated.</p> <p>2. JDs should be a part of contract. This point is incorporated.</p> <p>3. Although, DITWSC has incorporated the point related to increment but benchmark of annual increment is not added. This is important to add and in the feedback section of this sheet, incorporating benchmark of annual increment is discussed and recommended.</p> <p>4. Under 'Grievance section, word 'concerned office' is replaced with 'grievance committee' and the designations of the committee are mentioned.</p> <p>5. Maternity leaves are increased by 60 days.</p> <p>6. Display of anti-sexual harassment act 2010 at workplace and orient newly hired staff on it.</p>
8.	Mardaan	Khpal Kor	<p>"The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds</p>	<p>Casual leaves are increased by 12. Paternity leave point is incorporated however, total days for leaves are not mentioned.</p>

			<p>HR Management &amp; Development:</p> <p>Joining: The information about the newly appointed employee shall be given by the HR section and not PM.</p> <p>Casual Leave: Entitlement: Suggestion to extend the CL for 12 days a year, rather than 7 days.</p> <p>Overtime: Please mention the subsistence/ travel allowance etc. as compensation must be mentioned with the amount.</p> <p>Paternity leaves are missing.</p> <p>The salary range must be mentioned against designated positions.</p> <p>Wherever the equal opportunity is mentioned, along with male and female, transgender must be mentioned.</p> <p>"Administration:</p> <p>Amount range for lodging and per diem are not mentioned. It should be categorically mentioned.</p> <p>Awaz will support Khpal Kore in the formation of gender policy.</p> <p>Anti-Sexual Harassment Act, 2010 must be displayed in the organization premises and in HR section it must be mentioned that the newly hired employees shall be oriented on this act.</p>	
9.	DI Khan	Sahara	<p>Gender Policy: Awaz will support SAHARA in the formation of gender policy. The sent gender policy lacks some key and relevant policy measures that comes under gender so Awaz will support SAHARA in the formation of the policy. Gender focal person needs to be nominated.</p> <p>HR Policy:</p> <p>Anti-Sexual Harassment Act, 2010 must be displayed in the organization premises and in HR section it must be</p>	All points are incorporated.



			<p>mentioned that the newly hired employees shall be oriented on this act.</p> <p>In Anti- Sexual Harassment Policy, SOPs are missing e.g. the mechanism to register complaint is missing. The investigation committee is missing and the designation in the investigation committee is also missing. Committee must be formed.</p> <p>The salary ranges are not defined in HR policy.</p> <p>The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds.</p> <p>Leaves: Awaz is suggesting SAHARA to increase the CL from 7 to 12 days.</p>	
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### Punjab

Sr. #	District	Partner	Suggestions and recommendations given by Awaz team	Suggestions and recommendations accepted by partner
10.	Chakwal	DHEWA	<p>Notice of vacant or new position: The process of requesting recruitment is missing and it shall be documented. The designations against the selection committee shall be mentioned. The committee shall be constituted as per the nature of required positions.</p> <p>Employee Salary Benefits in DHEWA: The compensation to cover the medical expense in case of accident must be categorically mentioned in the policy. Office</p> <p>Hours: Suggestion: Awaz is suggesting to cut down the lunch break to one hour.</p>	<p>1. Notice of vacant or new position: This point is incorporated section 1.3.1 ADVERTISEMENT.</p> <p>2. Employee Salary Benefits in DHEWA: The point of compensation to cover the medical expenses is incorporated in section 1.4.</p> <p>3. Salary range against the positions are incorporated</p> <p>4. Lunch break of one hour is incorporated in section 1.5.2</p>

			<p>Perdiem: The amount and limit of per diem is missing. It must be categorically mentioned in the policy. The salary range against the positions are not mentioned</p> <p>Mode of travel: In DHEWA's policy of travel, the cost per km is not mentioned. It must be mentioned categorical.</p> <p>Conflict Management: When the conflict arises, the issue must be first discussed with the immediate supervisor and then to HR. Situation where the conflict is not managed by earlier two mentioned channels, then it must be carried forward to ED. In grievances policy, if the employee is not satisfied with the corrective measures taken by supervisors then the case should be further discussed and forwarded to HR Department and in last stage, it must be discussed with ED. The SOPs of grievance policy are not mentioned for example: complaint registration, timeline redressal, focal person, grievance settlement committee and the designations of the committee etc. Awaz will support DHEWA in the formulation of Gender and Sexual Harassment Policy.</p>	<p>5. Amount of per diem is incorporated in the policy in section 1.6.1</p> <p>6. The suggested point under Conflict Management section is incorporated.</p> <p>7. The suggested point in grievance policy is incorporated in section 4 of Grievance Settlement Policy.</p>
11.	Faisalabad	Association of Women for Awareness and Motivation(AWAM)	<p>Human Resource Management Policy: Office Hours: Please correct the standard hourly work per week which becomes 48 instead of 42 hrs. in section '2.3 salary scale &amp; review: Salary range against the positions are not mentioned It should be mentioned.</p> <p>In section 'overtime and compensatory leave', please replace 42 hrs with 48 hrs. Also, in the second point of the same section, the overall 168 hrs are</p>	<p>1. Work hours are increased by 48.</p> <p>2. The suggested point under section 'overtime and compensatory leave' is incorporated.</p> <p>3. The point related to personal leave is cleared by AWAM under section 'reason' of this sheet.</p> <p>4. Under section 'separation from employment' the resignation notice shall</p>

		<p>mentioned, however, as per the policy, it must be 192 hrs (48hr per week * 4 weeks= 192hrs). Please clear that what is meant by 'Personal Leaves'. It is mentioned that every staff is entitled with 10 days of personal leaves.</p> <p>Separation from Employment: The resignation notice should be submitted to the authorities as per reporting lines rather submitting it directly to the CEO. Also, the termination letter must be given by HR department instead of CEO.</p> <p>In HR section, the performance appraisal must be categorically mentioned and the process of appraisal must also be documented in the policy. Also, in the recruitment process, the recruitment committee along with the designations are not mentioned in the policy.</p> <p>During the time of hiring, the list of required documents must also be mentioned on the policy. The HR policy lacks the EOBI component which must be covered and implemented as per the law of land.</p> <p>The salary range against the positions are not mentioned.</p> <p><b>Harassment Policy:</b> The investigation committee must have at least one women representation. The section 'exceptional cases' is negating the process of handling complaints, as the exceptional cases states that if the complaint is against the head of section who is reporting directly to head of AWAM so the complaint will be registered to Head of Organization directly, whereas, the process state that if head of</p>	<p>be given to departmental head rather than CEO and termination letter will be issued by HR. Points incorporated.</p> <p>5. Recruitment committee with designations mentioned on Page 5. However, the feedback on this section is given in column 'feedback by AWAM'</p> <p>6. In HR policy, it was suggested to categorically mention the word 'performance appraisal', rather than this, 'Performance Evaluation Policy' is incorporated.</p> <p>7. During the time of hiring, the list of required documents incorporated.</p> <p>8. Gender policy received from AWAM</p> <p>9. Suggested point under 'Anti-Sexual Harassment Policy' incorporated.</p>
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			<p>section (e.g. finance and administration head) if not found helpful in dealing the procedure or directly involved, so complaint should be forwarded to the representative nominated by the organizational head. The SOPs of registering the complaint must be categorically mentioned in the policy. For example, how the complaint will be registered, hearing time, the time should be given to the accuser if he/she wishes for appeal etc. The process of sharing the final findings with both the parties i.e. the accuser and the complainant must be properly documented and communicated respectively. The complaint register shall be maintained and it must be kept in confidentiality.</p>	
12.	Bahawalpur	<b>EQUALITY FOR ALL</b>	<p>The salary range against the positions are not mentioned.</p> <p>Under 'recruitment of staff': it is mentioned that termination will be given without sharing reason. It is suggested that if the organization is terminating the employee, the reason must be communicated to the person on moral grounds.</p> <p>Leave Rule: The immediate supervisor or Program manager or head of unit should have this authority to approve the leaves and not to the CEO and Co-founder.</p> <p>The official timing hours, days and lunch break must be clearly mentioned in the policy.</p> <p>Awaz will support Equality for all in the formulation of Anti-Sexual Harassment and Gender Policies.</p>	<p>1. Salary Range against the positions are incorporated under section 'SALARY' of Human Resource Development Policy Manual</p> <p>2. Leave Rules: This point is revised and replaced by Manager HR &amp; Director HR respectively.</p> <p>3. Official timing hours and lunch break is incorporated in the policy under section 'Work Timings', however, days are not mentioned.</p>
13.	Rahim Yar Khan	<b>Jaag Welfare</b>	<p>In Anti-sexual harassment policy, Clearly SOPs of organization must also be mentioned along with the</p>	<p>1. Section 'Complaint Process' incorporated in 'Anti-Sexual Harassment</p>

		<p>AASHA. For example, constitution of the committee with designations, SOPs for registering complaint in JAAG Welfare Movement, the timeline of registering and concluding the complaint etc. It is important to display the act in our organizations but AASHA's gives the broader policy guidelines to deal with such cases but every organization has to prepare its SOPs in accordance with your organizational systems for example, if AASHA says to prepare the inquiry committee so JAAG Welfare Movement must mention the designations who they are nominating in the committee. JAAG Welfare will further sharpen the policy with shared policy guidelines by Awaz.</p> <p>Under the section Recruitment, 'Authorization', the appointment letter shall be given by HR department and not by ED. The advertisement of new positions must be circulated publically for example newspaper, social media, websites etc. The advertisement must cover the JDs completely for example, nature of work, reporting line, relevant experience, education, skills etc.</p> <p>Under the section, employee grievances, the employee should discuss his/her complaint with immediate supervisor or program head. When case is against program head, it should be discussed with HR first rather going to ED. The employee grievance process in confusing For example it says if any employee has any grievances then the matter should be discussed with immediate program head or in case if the complaint is against the program head so it</p>	<p>Policy'. However, under same section, it is suggested to clearly mention the designation of focal person who can be reached directly for the registering a complaint.</p> <p>2. The recruitment section part is revised as per the shared final feedback.</p> <p>3. SOPs of grievance policy is incorporated.</p> <p>4. Breach of confidentiality point is incorporated. The suggested point under "Travel section; is incorporated.</p> <p>5. The suggested point under section 'overseas travel' is incorporated.</p> <p>6. Maternity and Paternity leaves incorporated.</p> <p>7. Salary range against the positions are incorporated.</p> <p>8. The designated working hours are mentioned under section 'Working days'.</p> <p>9. Under Anti-Sexual Harassment section, the terms 'lower staff' is clarified.</p> <p>10. The loading cost is updated to PKR 2000/.</p>
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		<p>should be discussed with ED. If the grievance is not addressed, the person may take the matter to the next higher level. Please clear what does it mean by next higher level. It should be explicitly mentioned. Because it also states, if employee is not satisfied so he/she may appeal to program head. Whereas, the complaint was discussed with the program head in step 1, so why program head is repeating here. The SOPs of grievances policy are missing.</p> <p>Under the section, breach of confidentiality, this policy has a very limited scope of keeping the salary confidential. The policy should also cover the confidential aspects for example, organizational data, documents, budgets, information of internal meetings etc.</p> <p>Under section travel, within city to city transportation, the policy says all cost in excess of the official limits will be bare by the traveler but the official limits are not mentioned in the policy. In case, if Jaag does not allow personal vehicle/reimbursement of amount as per km, then it must be categorically mentioned.</p> <p>Under the 'overseas travel section', JAAG welfare movement should mention the upper limits of lodging and per diem rates explicitly and it should be uniform for all employees.</p> <p>As per the JAAG's policy, only earned, sick &amp; casual &amp; compensatory leaves are mentioned. Whereas, it is mentioned that the maternity leaves may be introduced. Maternity and paternity leaves must be part of JAAG's policy document. In case, if JAAG does not permit maternity or paternity leave, it will</p>	
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			<p>go against the law of land. The salary range against the positions are not mentioned.</p> <p>The designated working hours under section 'working day' are missing. Please mention it categorically as mentioned working days (Monday to Saturday).</p> <p>Under the section 12.0 Prohibition against Sexual Harassment, please clarify the definition of lower staff included in the inquiry committee.</p> <p>Under section 'lodging' the lodging cost of Rs 1000 per night can be reviewed as this amount cannot serve the purpose of giving a decent and reasonable place to stay overnight</p> <p>Awaz will support JAAG in the formulation of gender policy.</p>	
14.	Rajanpur	Neelab Foundation	<p>The salary range against the positions are not mentioned.</p> <p>Under orientation section: the strength, policies and system of NEELAB shall also be discussed. The annual increment must be defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds. The leaves are not mentioned in the policy. For example, sick, casual, annual, compensatory etc. NEELAB's policy must also include paternity and maternity leaves.</p> <p>Under recruitment section, it is suggested to also include the written test along with the interview to exactly measure the competencies and skills set. The designations of recruitment committee must be</p>	<p>1. Annual leaves, Sick leaves, Casual leaves, statutory leave, maternity leave, paternity leave, unpaid leave, Hajj/Minority leave, Sickness before and during Annual leave is incorporated under section 15. Holidays, Leaves.</p> <p>2. Under recruitment section, the suggested point of incorporating written test along with the interview is added under section 'Recruitment Policy/Procedure'</p> <p>3. The designations of the recruitment committee are incorporated under subsection 'Interviews'.</p> <p>4. Under section 'launching the complaint', although, ED is replaced with 'focal</p>

		<p>mentioned. The personal files must also be maintained and kept in confidentiality. The list of required documents for the preparation of file must also be given in the policy.</p> <p>Awaz will support NEELAB in the formulation of gender policy.</p> <p>Anti-Sexual Harassment Policy: Under section 'launching the complaint' the complaint should be launched formally to the focal person rather than ED. The designation of inquiry committee shall be mentioned. Also, what will be the mean for registering complaint formally. SOPs of dealing with the complaint is missing under 'procedure of investigating section'. The disciplinary action against the accuser must also be mentioned in the policy.</p>	<p>person' but the designation of the focal person is not mentioned.</p>
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### Sindh

Sr. #	District	Partner	Suggestions and recommendations given by Awaz team	Suggestions and recommendations accepted by partner
15.	Hyderabad	Aakash Welfare Society	<p>When the advertisement is announced, for equal opportunity, 'women/PWDs/TGs/Minorities are encouraged to apply' must be mentioned. The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds. Leaves: Paternity leaves must also be mentioned. Also, clearly mention no. of days of maternity leaves (with salary &amp; without salary). Official travel: Travel time must be mentioned. Any</p>	<p>1. Suggested point of equal opportunity incorporated in the policy under section 'Internal Search' of HR Policy.</p> <p>2. Maternity leaves of three months and paternity leaves of 7 days are incorporated in the policy under 'Leaves' section of HR Policy. (However, with salary or without salary point is not incorporated).</p> <p>3. Under 'Official Travel' section, the clause no staff will travel in field after sunset is incorporated.</p>



			<p>female cannot go alone in the field. Protocols for travel needs to be mentioned categorically e.g. safe mode for travel etc.</p> <p>Anti- Harassment Policy: The deal to process any case, there should be a proper SOPs. Define SOPs of this policy with roles and responsibilities. The committee member formulated must be gender-balanced. SOPs like how the complaint can be registered, the hearing timeline and the complainant confidentiality shall be maintained. Harassment of Women at Workplace, 2010 must be displayed in the organization.</p> <p>On time of joining, orientation on all protocols/policies must be given to all newly hired employees.</p> <p>Gender Policy: SOPs in gender policy must be formulated. For example; mention categorically that the washrooms of male &amp; female employees must be separated.</p> <p>The official hours must be mentioned in the policy.</p>	<p>4. AWS female staff is entitled to use company vehicle for field visit if available or use safe mode for travel i.e. Rent a car. This point is incorporated in the policy</p> <p>5. Aakash has incorporated the suggested point of establishing an inquiry committee of anti-sexual harassment policy. however, still several suggested points are not incorporated. Mentioned in the 'Feedback by Awaz' of this sheet.</p> <p>6. under Gender Policy, it was suggested to formulate a gender policy f.e. washrooms of male and female employees must be separated. Rather than adding this point specifically, Aakash has incorporated the general point i.e. AWS believe on gender equality and equity, and provide standard atmosphere within the work place.</p>
16.	Sanghar/ Nawabshah	National Disability Forum	<p>"HR Policy</p> <p>Remuneration: The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds</p> <p>Conflict Resolution: SOPs needs to be defined. This will not be preferred to directly to go the ED. Committee shall be formed to deal with the conflict that aroused. In next steps, the case should be forwarded to the ED.</p> <p>If gender policy is available in any organization, then a focal person for gender must also be nominated.</p>	<p>1. HR Policy: The suggested point under section remuneration is incorporated in the policy on page 6.</p> <p>2. The suggested point under section 'Conflict Resolution' is incorporated in the policy on Page 11.</p> <p>3. The section 'Travelling Allowance' is revised and updated as suggested on Page 8.</p> <p>4. Gender and Harassment Policy: The section 'Investigating a complaint' is revised as suggested</p>

			<p>The designation of focal person for gender must be mentioned in the policy. The sexual harassment policy should not be limited to the staff only, but is also secure the community, all possible stakeholders who is working with the organization (volunteers, partners, communities etc.</p> <p>The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds." "Gender and Harassment Policy</p> <p>The designation of focal person for gender must be mentioned in the policy.</p> <p>Investigating a complaint: Designations of investigation committee needs to be categorically mention in this section. The mechanism of reporting a complaint needs to be categorically mentioned.</p> <p>The sexual harassment policy should not be limited to the staff only, but is also secure the community, all possible stakeholders who are working with NDF (volunteers, partners, communities etc. NDF policies are better in comparison.</p>	5. Gender Policy: The word transgender is incorporated along with men and women.
17.	Dadu'	Sujag Sansar Organization	<p>"Anti-Harassment Policy:</p> <p>In complaint process, for receiving complaints the word can be replaced by shall. The organization shall designate an individual to receive complaints. The mechanism to register complaint is missing. The investigation committee is missing and the</p>	<p>"1. Anti-Harassment Committee: The mechanism to register complaint is missing. This point is incorporated, however, few of the important points are missing that are highlighted in 'Feedback' section. (Page 3 &amp; 4).</p> <p>2. False accusation and information:</p>

			<p>designations in the investigation committee are also missing. It must be mentioned.</p> <p>False accusation and information: Define good faith.</p> <p>SoPs of registering complaint: Days for addressing complaint, complaint registration etc. is missing.</p> <p>"HRM Policy</p> <p>Selection process of the candidate: Only HR department should notify the successful candidate and not PM.</p> <p>Offer letter (Reference Check &amp; Salary Offer): For reference check and salary offers the HR department shall be responsible and not PM.</p> <p>The benchmark of salary against the positions are not mentioned.</p> <p>Policy gives a very biased picture, if supervisor is responsible to schedule the lunch break of their staff. Employees should entertain their breaks as per the organizational lunch break timings. As per the policy, employees are required to work extra hour as per operational requirement, but SSO's policy should categorically mention the compensation for extra hours in case of not it should also be mentioned categorically that their services without any compensation will be acknowledged and respected by the organization.</p> <p>Suggestion: Awaz is suggesting SSO to increase the maternity leaves by at least 60 days. As per the government's law, it is of 90 days.</p>	<p>Define good faith. This point has been deleted in a revised policy (Page 3).</p> <p>HRM Policy</p> <p>3. Selection process of the candidate: Only HR department should notify the successful candidate and not PM. This point is incorporate on Page 2.</p> <p>4. Offer letter (Reference Check &amp; Salary Offer): For reference check and salary offers the HR department shall be responsible and not PM. This point is incorporated on Page 2.</p> <p>5. Under Leave procedure, a new section of short leave is incorporated on Page 5, however, a suggestion on this point is given in section 'feedback by Awaz'.</p> <p>6. Maternity leaves increased by 60 days on Page 5"</p>
18.	Mirpurkhas	The Arts Foundation	<p>HR (Recruitment Policy): When the advertisement is announced, for equal opportunity, 'women/PWDs/TGs/Minorities are encouraged to</p>	<p>HR (Recruitment Policy): When the advertisement is announced, for equal opportunity,</p>

			<p>apply' must be mentioned. The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds. Need to take clarity with Anti-Harassment and Harassment policy, as both the policies are separated. There should be one Anti-Harassment Policy in which sexual and other harassment should be discussed. Harassment Policy: Under 'exceptional cases', process of dealing procedure of harassment is not mentioned. SOPs must be developed. Also, a complainant must go to the representative to maintain confidentiality rather going to the HOD or the supervisor. There is a biasness in the policy. Like senior can directly report to the HOD whereas, the officers are supposed to report supervisors + finance &amp; administrative representative. The section 'exceptional cases' is based on biased approach. It is based on duality rather than equality-based.</p>	<p>'women/PWDs/TGs/Minorities are encouraged to apply' must be mentioned. The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds. One single anti-harassment policy incorporated with all given recommendations.</p>
19.	Sukkur	NARI Foundation	<p><b>HR Policy &amp; Procedure Manuals</b>          The annual increment is not defined. The Benchmark needs to be set on Performance based and inflation rate. You may also include the clause of provision of increment with subject to the provision of funds. Awaz will support NARI in formulating gender policy as it lacks the major elements that need to be cover in the policy. Incomplete details of gender, anti-harassment and grievance policies and procedures. For example, only definitions are</p>	<p>The Benchmark needs to be set on Performance based: This point is incorporated as up to 10% of the basic salary will be increased. The annual increment is not defined. Clause of provision of increment with subject to the provision of funds is missing.</p>

			mentioned or the information that is given is not relevant as part of policy.	
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**Note:** Our 20<sup>th</sup> Core District Partner had no policy of HR, Gender and Anti Sexual Harassment as Dehi Taraqati Tanzeem was very new in the sector but they performed really well. That is why we upgraded them as CDP. Awaz will be responsible to support them in policy development in future once they are on-board in Ujala phase III.

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### **National Secretariat –Ujala**

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