

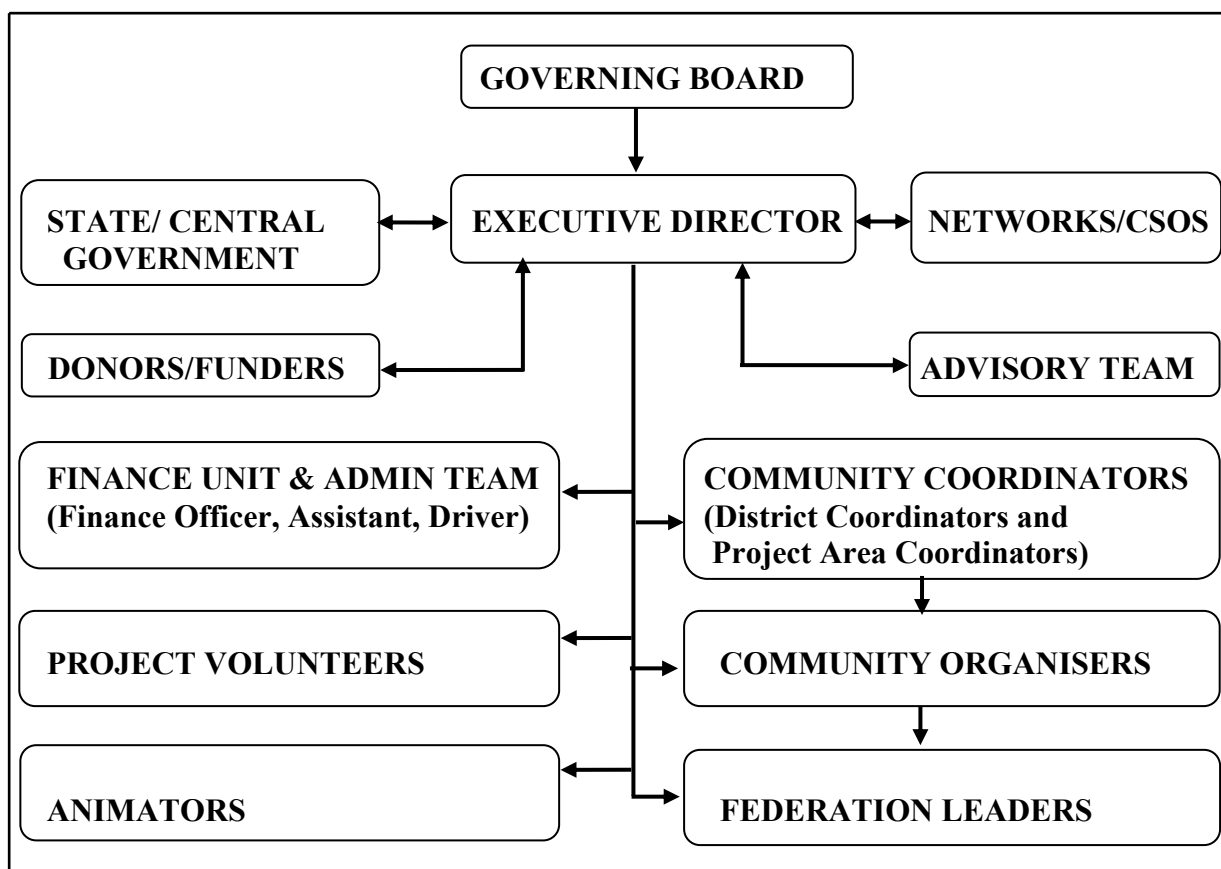
## **POLICIES OF THE FOUNDATION FOR SUSTAINABLE DEVELOPMENT (FSD)**

FSD center, J.K. Farm House, Veeranguppam, Ambur,  
Vellore District – 635802, Tamilnadu, Mobile: 8144170046 / 8300003900  
Email: fsdkrishnan@yahoo.com Web: www.fsdindia.org

### **1. Organizational Chart of the FSD**

The Organizational chart gives a pictorial representation of the functioning styles of Foundation for Sustainable Development. It provides a graphic view of the collective efforts in a democratic system and the roles and responsibility in the organization. It is relevant to present our organizational chart because it gives a quick, bird’s-eye view of the management structure of organisation and its capacity to the public, community, government and to the donors/funders.

1. Our organizational chart also can found in our annual reports, brochures and in few project proposals. The operational systems of the FSD are structured and how roles and responsibilities of various staff members are distributed and it is a useful when new employees join into the organization for learning in the new working environment. Our organisational chart gives an idea of different staff and their positions in handling projects which are reaching to our target areas as per the specified project goals and objectives.
2. The FSD has board of directors comprising of adivasi community members, women leaders and the organization involves grass-root thinking by decision-making process into the policy, values and functions with democratic approach. The organizational chart of FSD is given.



## **2. Equal Employment Opportunity and Affirmative Action Statement of FSD**

1. The FSD is established to address various social discriminatory patterns existing in our society in respect to the indigenous communities of India. In this process, we are implementing a number of projects to reduce exploitation, injustice and uphold the rights of the marginalized adivasi communities with the active cooperation, and commitment and support of the staff team and governing board members.
2. To enhance staff team's involvement and to promote justice to their hard-work, the organisation has a policy on "Equal Employment Opportunity and Affirmative Action Statement" that speaks many things about the role of FSD in dealing with the team members. Some of the rules and procedures which are followed in this view are given below as statement of Equal Employment Opportunity and Affirmative Action.
3. Recruitment of the staff /worker is purely and ethically based on the qualifications and experiences. Announcement of vacancy, acceptance of applications and recruitment of staff are based on the values of democracy and transparency. Our organization sincerely practicing equality and respect at the time workplace, acceptance to their individual identity, valuing their involvement and does not discriminate anyone in the organization on the basis of sex, religion, caste, class, colour, creed or race. We involve and motivate everyone in the journey of the organization.
4. Our Organization is also committed to providing equal employment opportunity without regard to race, caste, colour, religion, sex, sexual orientation, disability, place of birth or any other protected status with respect to recruitment, hiring, training, promotion, upgrading, leadership and other terms and conditions of employment. This policy complies with applicable state and local laws governing non-discrimination in employment.
5. Our Organization values people from diverse backgrounds, working to create an open atmosphere of trust, honesty, dignity and respect. Harassment or discrimination of any kind – including that involving caste, race, colour, religion, gender, age, national origin, citizenship, disabilities, sexual orientation, veteran status, special background or any other similarly protected status – is unacceptable. This principle applies to all aspects of employment, including recruitment, hiring, placement, transfer, promotion, layoff, recall, termination and other terms and conditions of employment.

## **3. Finance Policy of the Organization**

### **3.1. Finance Section – Fund Management**

1. The Finance Management System of the Organisation is based on the values of Transparency and Accountability.
2. The organisation will receive funds/donations /contributions only from the donors who are in line with our vision, objectives and perspectives. Such Funds, Grants, Donations, Fees are shall be received in the name of registered organization and operate through banks.

3. All the funds will be utilized on the basis of approved project with line-wise budget items as per the agreement of the concern organisations.
4. The organization will maintain joint-accounting system at the bank for all its transactions. The Chief Functionary or any one Office Bearer along with the Project Director will be signatory to the organization's cheques. Money can be released only by the signatures of two authorized signatories. All cheques must have photocopy in file before it sent out/given to/deposited in banks.
5. All the bank interest earned by the project grant should be accounted with the same donor under the same project and this must be reported to the funding agencies.
6. Any unutilized balance at the end of project period should be reported to the donor agency/fund supporters who are supported to the project. Without their concern such funds should not be utilized.
7. The Organization is allowed to spend money to each activity as per the approved budget of the concern Donors and any expenditure which comes in unlined budget activities can be met through local contribution only.
8. The Chief Functionary or the Project Director of the organisation should check the accounts once in a week and based on need at any time or all time for effective finance management and control over cash transaction and accounts systems.
9. The organization is allowed to open a separate bank account for each project for easy and best operation of the project.

### **3.2. Finance Section-Staff Involvement**

10. The Organization will implement the project activities with the participation of its staff members, community leaders, volunteers and so on.
11. The organisation will give money as advance to the staff members for any programs that should be based on activity plan and it must be through requisition from.
12. All requisition form must be signed by the requester, approval of purchasing committee (if needed and if it is more than Rs. 25,000) and it should be approved by the chief functionary or project director.
13. The organization shall have a procurement committee for all important items as mentioned in the procurement section. The purchasing committee may consist of a person from the management/governing board, a person from the staff team and a person from the advisory committee or from the beneficiary community.
14. All accounts/vouchers have to be settled within 7 days. In some cases like the construction or the big purchasing or a network – extension programmes such accounts can be within 15 days. This will apply even to the network members.
15. If a person has already balance as advance, without confirmation letter of that person there will not be any further advance to any programmes.
16. Cash payment power to the Finance Department is maximum Rs.20,000/- that too if the Executive Director is not available at the base of operation; In emergency situation it can be exceed up to Rs.40,000/-. This should have written letters mentioning the purpose along with telephone communication with the Director and date, time.

### **2.3 Finance Section-Registers' Management**

17. There should be separate Register of meetings / programmes which shall be written on the monthly basis on activities / fund utilized.
18. The organisation will maintain all the accounts records and documents such as receipts book, Ledger, Cashbook, Assets Register, Minutes' books, Income Tax file, FCRA file, General Body Register and Logbooks and other necessary records of accounts.
19. Registers to be maintained including Cheque indent with photocopies of all paid cheques and details of amount, to whom and purpose.
20. Vouchers of Accounts should be kept with all original bills and supportive documents. (In some cases like the Insurance certificates, road tax, land deeds, registration certificates can be exempted. However these records must have photocopies and attested by the head of the organisation with seal of verification. That should be enclosed with vouchers).
21. Major programs vouchers should be attached with the list of beneficiary with signatures and also the report if it is required by the accounts department. Or such reports can be produced at the time of verification. Hence report of each activity should be maintained.
22. Receipts and Payments statements have to be produced to the Management of the Organisation once in three months by the programme or finance unit.

### **3.4 Finance Section-Auditing**

23. The organisation will maintain all the vouchers' accounts with computerized tally system as per the each project and will produce such books with all original bills, accounts documents to the Chartered Accountant for verification and auditing.
24. The organisation will produce the Balance Sheet, Income and Expenditure, Receipts and Payments statement at the end of every financial year. If need once in six months. Such report will be reported along with annual report to the donors, government and will be disseminated publically.
25. For the needs of organisation, in order to meet the contingency/emergency expenses, the organisation can sale its movable and immovable assets based on the decision taken by the Governing Board. In such case resolution has to be passed and recorded;
26. Checking of vouchers and accounts records is open to all the trustees/board members, donors, staff members, project area federation leaders, network members, auditors and to the evaluators on all days except holidays. This shall improve public accountability and transparency systems.
27. Statutory auditing of accounts (Every-year statements of R & P, I & E, Balance Sheet, Depreciation schedules with auditor report) has to be done in time in every year and that has to be approved by the management.

## 4. Procurement Policy of the Organization

### **PURPOSE:**

The purchase of goods, equipments, materials and services is necessary for the smooth operation and effective function of the organization. The aim of the internal control system for the supplying of goods, materials, equipments and services is to ensure quality orders and are handled by individuals having skills in evaluating what purchases are required from suppliers offering the best deals, to ensure purchases made do not exceed the budget provided and to ensure purchased goods and services conform with the quantity, quality and price specified in the order. The organization is very keen in achieving this purpose.

### **METHODOLOGY:**

The FSD organisation has certain systems and methods that must be followed in purchasing of goods, equipments, support materials and services required for the needs of the organization's projects.

We follow certain rules that, the quality is most important of all than anything else, second the amount should never exceed more than the approved budget unless there is a valid justification, use of competitive bidding is also a priority practice and the first criterion in choosing a supplier shall be the lowest bid. However, if a supplier does not provide the required level of service or an adequate guarantee and time then other criteria shall also be considered and each item there should be clear statement of explanation and justification should be there in the purchase file.

Any purchase more than the amount of Rs.25,000 must have minimum of three quotations from the supplier. Written details only are accepted and phone call messages are invalid. Items such as computers, printers, cameras, vehicles, projectors, televisions, must have minimum of three quotations/invoices which shall be obtained from three different suppliers. Items such as chairs, tables, boards, vassals, utensils, books, banners, name boards, cloth, cots, bed sheets are need not required quotations but need to consider the qualities. In such process bargaining of price should be there and fixing of price must be with more than one person from the organisation-that is a joint decision should be taken in ordering of such items.

Any purchases crossing the amount of Rs.50,000 must have approval of the purchasing committee and then only the order must be placed. All items crossing the amount of Rs.25,000 should be made the payment through cheque or bank draft and definitely not in cash. Such details and photocopies should be kept in the purchasing file.

Any items that is purchased with the financial assistance from the donors, should have mentioned in the assets records. The purchased item should have the name of donors / supporters on it with permanent marker or paint or name label in short form or acronym to acknowledge as well as to identify it.

If any purchases made from a sole source and such detail should be explained in the purchase file and approval letter from the Executive Director must be obtained.

The purchase file shall contain all the documents pertaining to each transaction, i.e. the purchase requisition, quotations, contact information address of suppliers purchase contracts or orders, invoices, delivery slips and any other pertinent documents should be available for verification and cross checking.

## 5. Policy on Gender Equality of the Organization

1. The organisation should work towards establishing a gender-just society
2. The general body must have minimum of 33% as reservation for women as members in the organisation.
3. The staff team should represent minimum of 50% as women/girls as team members on the organisation.
4. The organisation will encourage minimum of 50% women's participation in planning, training, project implementation and benefits under any project of the organisation.
5. The organisation should have minimum 75% of the programme focus on women's advancement, girl child development and their empowerment.
6. The organisation must have funds and programmes for women's rights in order to create gender-balance society.
7. Activities of the organisation must support to prevent violence against women and the FSD network should campaign for women's rights and for gender just society.
8. The organisation shall promote gender sensitization at organisation level as well as at the programme and field levels. The organisation should create awareness on women's rights and women staff should feel of confident and satisfaction in the workplace.
9. The management and the members should take action against harassment on women in the workplace and all the staff members should know the gender policy of the organisation.
10. All Staff at the organisation must have gender-equality concepts and should attend at the gender training programmes, gender-equity labs and gender sensitization workshops and facilitate each other to create a equal space for women.
11. The organisation must have gender-perspective in all the aspects of its functions including its planning, designing, documentation and publications.
12. The organisation must follow that equal remuneration/salaries for equal work for same position/same category without male or female discriminations.
13. All the welfare and supports services are eligible to all the staff without any discrimination on the basis of gender, caste, class, colour and race.
14. Payments and wages can be varied based on the experiences, skills, knowledge and educational qualification but certainly not on gender ground.
15. Allowed three months maternity leave for any female staff of the organisation and one month paternity leave for male staff. This shall be monitored by the team members.
16. All the welfare support, increments, finance rules and systems are applicable to all the staff members without any discrimination on gender grounds.

## **6. Policy on Women's Rights of the Organization**

The FSD is a development organization with special focus and importance on human rights protection within those women's rights and child rights are most significant for creating a society with equality. Therefore, it requires in abiding by the responsibility of ensuring rights of the women in all aspects towards empowerment with following guidelines.

1. Equal access to participation and decision making of women in project planning, activities implementation, monitoring, evaluation, fund-management, leadership in the process of organisational development and future direction;
2. Equal access to women to all services, health care, education at all levels, career and vocational guidance, employment, equal remuneration, occupational health and safety, social security and public space etc.;
3. Changing societal attitudes and community practices by active participation and involvement of both men and women equally and promoting gender-just society;
4. Training and awareness on the laws and legislations such as the Protection of Women from Domestic Violence Act, 2005, (Come into force on 26/10/2006), Dowry Prohibition Act, 1961, National Commission for Women Act, Family Courts Act, 1984, The Indian Succession Act, 1925, The Medical Termination of Pregnancy Act 1971, The Child Marriage Restraint Act, 1929, The Hindu Marriage Act, 1955, The Hindu Succession Act, 1956 (& amended in 2005), The Indian Divorce Act, 1969 and reservation policy for women's advancement so on;
5. Promoting women's leadership in project activity management of the organisation;
6. Mainstreaming a gender perspective in the development process of the organisation;
7. Elimination of discrimination and all forms of violence against women and the girl child and adapting national and international guidelines;
8. Building and strengthening partnerships with civil society, particularly women's organizations and federations and promoting women's power;
9. Involving women equally in all process of the organisational growth as well as in project management by creating equal space and opportunities.
10. We respect and value women's rights, hence, we shall empower and provide training and development opportunities to all staff and women leaders of the project area for women's equality and dignity.

## **7. Staff Welfare Policy of the Organization**

1. Formation of Staff Coordination Group for Staff welfare and development;
2. Allowed 12 days of Casual Leave and 12 days of Medical leave per year;
3. Allowed to take leave as per the government holidays list in every year;
4. Allotment of 3 months of Maternity leave for female staff ;
5. Allotment of 1 month of Paternity leave for male staff;
6. Promotion of Staff Welfare Fund or PF and having bank account separately with joint signatory of staff and management. Once, the organisation has over 20 staff then it

will create Public Provident Fund facility for the staff members. Till that the FSD will follow Staff Welfare Fund.

7. Insurance facilities to all the staff members (Renewed in every year);
8. Cultural Programme uniforms, Rain coats & Umbrellas to the cultural team members;
9. Educational & technical support service to the staff members to improve their knowledge, capacities and skills (eg. Writing articles, Training sessions, Computer, Tally course, Communication, Internet, OD training);
10. Sanctioning loan to the staff for their family needs, i.e., Emergency, Education to their children, Marriage, Medical expenses, House renovation and vehicle purchasing based on the need. Maximum amount will not be exceeded to their 3 months' salary.
11. Organising yearly one exposure trip for all the staff members and also yearly once staff get-together and encouraging their sharing and innovative ideas;
12. Annual increment at the rate of 10 to 12.5% based on their salary depending on their performance, evaluation & feed-back and it indeed based on availability of FUNDS;
13. Participation of staff is necessary in the regular staff review meetings, and reporting, accounting, review and role division, future planning and management;
14. Since it is the Social Welfare Organisation, hence the working hours will differ based on the activity/programme/events; however it will not be more than 8hrs per day.
15. Adopting and practicing gender-just-values and respecting staff members and each other and solidarity for best results;
16. Payment of actual travel & food expenses to the staff members those who are in tour/ village/ field programmes/ any other official programmes based on original bills;
17. Solving staff problems and conflicts then and there through Compliance Committee formed by the staff and management of the organisation;
18. All staff members must obey rules, regulations, systems and polices of the organisation. If any staff found against the interest of the organisation, he/she shall be terminated at any time and action will be taken on such staff. Such authority and power is given to the Governing Board of the Organisation as well as the Project Director has such authority as per appointment letter to take action and this rule is recorded as important section to implement the objectives of project/organisation.
19. Issuing conduct and experience certificates at the time of leaving from their service at the organisation is based on the request of a person;
20. All staff and management must maintain steady cooperation and functional integration for the betterment of the organisation and to implement projects effectively.

## **8. Child Rights Policy of the Organization**

FSD as development organization with special emphasis on child rights protection will oblige to abide by the obligation of ensuring safe environment not only within the organization but also at the community and any outsider concerned with the organization. **Children's Rights** are the human rights of children with particular attention to the rights of special protection and care afforded to the young, including their right to association with both biological parents, human identity as well as the basic needs for food, education, health care and protection laws and development of the child.



1. Child rights policy of FSD organisation is based on the principle that all children below the age of 18 right from day one in the mother's womb has the right to live in protected environment with appropriate access to basic rights and needs.
2. Our organisation believes that a child is a person, not a subperson, and the parent has absolute interest and possession of the child as well as it is the duty of the state to provide early & quality childhood care and education in their mother-tongue based multi-lingual schooling with healthy environment.
3. Interpretations of children's rights range from allowing children the capacity for autonomous action to the enforcement of children being physically, mentally and emotionally free from abuse, violence and rights to care and nurturing with protection. While making commitment to child safety, any form of violation by way of physical abuse, psychological abuse, sexual abuse, leading to wage earning status including denial of participation is considered under the scope of this policy.
4. The field of children's rights spans the fields of social, economic, ecology, cultural, political, legal, moral, religion and morality. An opportunity needs to be created to all children to access these rights in their appropriate ages. While talking about rights of the children factors related to local context, cultural uniqueness, socio religious are taken into consideration. We will seek to make the most of the positive contribution that individuals can make to change the social environment in favour of the weaker sections by using the skills and knowledge that each individual possesses.
5. Our organization accepts and supports for the implementation of UNCRC in India among the tribal communities. That is the United Nations Convention on the Rights of the Child (CRC) is a human rights treaty setting out the civil, political, economic, social, health and cultural rights of children. FSD shall crate a space on the Rights of the Child as per UNCRC through its projects with the involvement of local community.
6. FSD as individual organization in its own capacity or through its network affiliation will mobilize support towards appropriate legal action against any form of child protection issues by way of campaigning, lobbying and advocacy. In this process FSD will use all its good will other academic centers, line departments, media and other stakeholders within the State, Regional, National and International.
7. FSD insist and make it mandatory to review all its policies, plans and administrative actions, present and future, in the lights of child safety and child first backed by child rights approach. It is binding on all the units/departments of FSD to ensure child protection, participation facilitation of child rights approach backed by legal system for the better and healthy generation.
8. FSD seeks commitment from its own staff team, governing board, volunteers and external visitors to refrain from engaging in any behaviour that may be abusive towards children in general and with special emphasis to children with disabilities, children at risk, children at forced or bonded labour, socially excluded, and are vulnerable to any external attraction. Specific code of conduct for those who work with children in our organization as well visitors to our organization as well who do we consider as special children under this policy framework is spelled out in this policy.

9. The substance of this policy states that we will consider our own staff, partners and partner communities for their god given human potentials and facilitate to assist them to best utilize the same to ensure human dignity and social transformation.
10. FSD seeks to enhance the welfare of children and reduce the risk of child rights violation by reaffirming commitments and fostering conducive environments by taking careful steps in staff recruitment policy, work place ethics and visits from local or external individual or organizations.
11. FSD is committed to increasing awareness of our staff, community representative, governing board members, network members on areas of child rights violation, child abuse and its implication on the child as well the offender by making acquainted with this policy document and getting clarity on the issue.
12. FSD will not partner, engage in any project or activity or program that may contribute directly or indirectly to disturb child safety or child rights violation.
13. Any violation and cases with strong evidence of misbehaviour with children below the age of 18 by the above mentioned parties (representatives of FSD, our employees or any visitors associated with the project or partner organization) disciplinary and/or possibly legal action as determined by the legal system.
14. The application of the policy is the responsibility of every person within the organization and members of the FSD network.
15. Create warm and safe environment for children, treating with dignity and respect. Use positive language, praise and encouragement and affirm the value of each child and commit to using positive disciplinary practice whenever possible (e.g. responding positively to appropriate behaviour, rewarding desired behaviour).
16. Seek to consult with appropriate stakeholder groups, to make sure, our development interventions are sound with child first and appropriate to the needs of all children below the age of 18. And take into account the specific child related needs on access, support and participation with appropriate representation.

## 9. Monitoring & Evaluation:

One of the main principle and value of the organization is periodical review, monitoring and evaluation process. We make assessments on the project implementation methods, internalising the policies, principles of the organisation and commitment of the team members. We are having strategy of monthly meeting to report regularly and to plan for every month. All such activities are minuted and documented. And regular field based monitoring visits are made on the programmes and reported accordingly. Critical review on the activities, budgets and its impacts are made constructively through discussions and presentations. Indicators of results are measured through regular field visits, reporting sessions and documentation. All the measurable indicators of success is documented along with case studies, photographs, and also visible impacts and stories of changes are recorded. Such reports are circulated to all the stake-holders as part of promoting policy of best practices.

-----  
**Revised and Resolved as per the Special resolution dated 6<sup>th</sup> September 2012**

**Signed by the Governing Board Members of the FSD Organisation**

