



# FAIRY HOME SUKKUR





# **FARZANA WELFARE ORGANIZATION (FWO)**

**Sukkur**

**Regd: 1917**

**Ref:**

**Date:** \_\_\_\_\_



## **FARZANA WELFARE ORGANIZATION**

**Human Resource Policies**

**&**

**Financial Procedures Manual**



**Address: Banglow No# A-26 Near Mohalla  
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## **Introduction of Organization**

Farzana Welfare Organization (FWO) is a not-for-profit organization, registered under the Societies Registration Act XXI of 1860 on December 7, 2018, in Sukkur, by the visionary philanthropist Advocate Farzana Khoso, with the support of her family, who hails from the tribal area of District Kashmor. FWO is the first and only organization of its kind in Pakistan (Sukkur) that provides shelter and sustenance to orphans, helpless girls, and women across the country.

Farzana Welfare Organization (FWO), under its program named 'Fairy Home Sukkur,' provides comprehensive support to girls through various initiatives, including food, shelter, healthcare, medical facilities, as well as educational and vocational training. Emotional support and counseling are also offered in a safe, supportive, and empowering environment. Fairy Home Sukkur enables the girls to reach their full potential and contribute positively to their communities. Furthermore, Fairy Home provides education, vocational training, and skills development programs specifically designed for girls, empowering them to become independent and confident individuals. One of the notable achievements of Fairy Home Sukkur is that one of its girls has pursued higher education at a university.

Additionally, the girls of Fairy Home actively participate in various sports and activities, including karate, which helps them develop self-defense skills, discipline, and confidence. They have also excelled in judo, showcasing their physical strength, abilities, and competitive spirit.

### **Vision Statement**

Farzana welfare organization envision is Safeguarding the future of the orphan girls, destitute women, and giving them family love and longing.

### **Mission Statement**

Farzana Welfare Organization mission is Protection to the orphans, ensuring their dignity, giving them family atmosphere.





## **Section 1: Personnel Policy**

This Policy is designed to acquaint for (FWO) and provide information about working conditions, benefits, Promotion, Increment, Retirement, Resignation, Leave, EOBI and other Benefit Policy.

### **Definition of "employee"**

An "employee" of Farzana welfare organization (FWO) is a person who regularly works for (FWO) on a wage or salary basis. "Employees" may be regular full-time, regular part-time, and temporary persons, and others employed with the organization that are subject to the control and direction of (FWO) in the performance of their duties.

### **REGULAR PART-TIME**

Employees who have completed the [90-day] probationary period and who are regularly scheduled to work less than [35] hours per week. [Regular part-time employees are eligible for some benefits, subject to the terms, conditions, available resources and limitations of each benefit programme.

### **TEMPORARY (FULL-TIME or PART-TIME).**

Those individuals whose performance is being evaluated to determine whether further employment in a specific position with the organization is appropriate or those individuals who are hired as interim replacements to assist in the completion of a specific project or for vacation relief. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status until they are notified of a change. They are not eligible for any of the organization's benefit programmes.

### **NON-DISCRIMINATION**

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at (FWO) will be based on merit, qualifications, and abilities. (FWO) does not discriminate in employment opportunities or practices because of race, colour, religion, sex, national origin, age or disability. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Employees with questions or concerns about discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in unlawful discrimination will be subject to disciplinary action, including termination of employment.

### **NON-DISCLOSURE/CONFIDENTIALITY**

The protection of confidential information is vital to the interests of (FWO) Such confidential information includes, but is not limited to, the following examples:

- Financial information.
- Pending projects and proposals.
- Personnel/Payroll records.





- Conversations between any persons associated with the organization.

Employees who improperly use or disclose secrets or confidential information will be subject to disciplinary action, including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

## **NEW EMPLOYEE ORIENTATION**

It is the policy of Farzana Welfare organization FWO to welcome and orient new employees in a timely and consistent manner in order to ensure full understanding and compliance with organization policies and procedures. Organized orientation training is a key stage and ensures that new starters are retained and then settled in quickly in their productive roles

### **Intake and Introduction**

- Job title Job description
- An announcement of all new hires will be made to relevant NPO employees/departments on the start date or sooner.
- New employees will be introduced to colleagues working in the same office on the first day of employment.
- New employees should have a workplace prepared before they arrive with basic office supplies including table and chair.
- The employee's supervisor is responsible for making sure the departmental orientation/job-specific orientation occurs before the end of the employee's second week of work.
- The employee's supervisor should review work performance expectations/objectives and responsibilities of the employee at this time.

### **PROBATIONARY PERIOD FOR NEW EMPLOYEES**

The probationary period for regular full-time and regular part-time employees lasts up to [90 days] from date of hire. During this time, employees have the opportunity to evaluate the organization as a place to work and management has its first opportunity to evaluate the employee. During this introductory period, both the employee and the organization have the right to terminate employment without advance notice.

Upon satisfactory completion of the probationary period, a [90-day] review will be given and benefits will begin as appropriate. All employees, regardless of classification or length of service, are expected to meet and maintain organization's standards for job performance and behavior.

### **OFFICE HOURS**

Farzana Welfare Organization office is open for business from [9 a.m. to 5 p.m. employees will get a break of one hour from 1:00 pm to 2 pm for prayer and lunchtime. The standard workweek is [40] hours of work.

### **Promotion, Increment, Resignation and Retirement Policy**

**Purpose:** To establish a fair, transparent system for career advancement, salary increments, and





retirement for employees.

### **Promotions**

Based on the performance appraisal reviews, line managers may recommend the name of their employees for promotion to the next level. These promotions are offered to employees who show initiative and a desire for personal learning and growth. The criteria for promotions are as follows;

- Next level positions are vacant and available in the approved organogram
- The employee has gained sufficient experience and job related new knowledge.
- The employee has demonstrated an ability to take on significantly greater responsibilities through their current position.
- The employee is recommended by the line manager, departmental head and/or BoD on the basis of;
- A Continuous exceptional performance (Annual Achievement level of A+ for consecutive two (2) years in the same grade or securing minimum B+ and above in last four years).
- Consistent average performance (Annual Achievement level of B and above) for consecutive six (6) years in the same grade
- Recommendations for promotion should be on the bases of vacant position in the respective structure
- Application/Recommendation: Employees can apply or be recommended by supervisors.
- Review: A committee (HR, senior management, department heads) reviews applications

#### **Process:**

- Application/Recommendation: Employees can apply or be recommended by supervisors.
- Review: A committee (HR, senior management, department heads) reviews applications.
- Interview: Shortlisted candidates are interviewed.
- Decision: Committee makes the final decision; HR communicates the outcome.
- Training: Promoted employees receive necessary training.

### **Increment Policy**

#### **Eligibility Criteria:**

- Performance Appraisal: Meets or exceeds performance standards.
- Length of Service: Minimum one year of service.
- Professional Development: Participation in training activities.
- Financial Health: Consideration of the organization's budget.

#### **Process:**

- Performance Review: Annual performance reviews.
- Budget Review: Senior management reviews financial health.
- Increment Committee: Committee reviews performance reviews and makes recommendations.
- Approval: Final decision by the Executive Director or Board of Directors.
- Communication: HR communicates the decision and new salary.

#### **Types of Increments:**

- Annual Increment
- Merit-Based: Based on individual performance.
- Cost of Living Adjustment (COLA): To keep pace with inflation.
- Special Achievements: Additional increments for exceptional contributions.

### **Retirement Policy**

#### **Eligibility Criteria:**

- Age: Employees eligible at the age of 65, or as per local labor laws.





- Service: Minimum of 10 years of service.

**Process:**

- Notification: Employees should notify HR six months prior to the intended retirement date.
- Documentation: Completion of retirement documentation.
- Benefits: Eligible for retirement benefits as per organizational policy and local labor laws.

**Pay Grades, Salary Structure and Job Slots**

For the purpose of clarity and compliance following jobs (but not limited to) are slotted in the respective grades keeping in view flexibility of one position against grades and consistency in applying grades to designations

Position	Qualification	Grade	Salary scale
<b>Senior Management</b>			
Director/Chief Executive Officer	Master with 5 year of experience as a CEO/Director	G-5	60,000-80,000
<b>Managers</b>			
Managers Programme, Managers Finance, M&E, Manager HR.	Master's Degree in related subject of job minimum of 10 years of experience in relevant field	G-4	40,000 - 60,000
<b>Field Operation</b>			
District Coordinators	Master's Degree in relevant job subject with minimum of 4 year of experience in relevant field	G-3	40,000 - 50,000
Account Officer	B.com /M.com with three years' experience	Grade-2	20,000 – 30,000
Social Mobilizers	Graduate with three Years' experience in community mobilization And Capacity Building	Grade-2	15,000 – 30,000
<b>Supporting Staff</b>			
Office Boy ,Security Guard Sweeper	Prefer Matric /5 <sup>th</sup> grad passed	Grade-1	15,000 – 25,000

**End of Service Procedure –Resign Policy**

The policy describes the procedures that ensure fair treatment and consistency across the organization and manages the end of service process to maintain good will and good relationships with the employees.

**Types of End of Service:**





The employment relationship can be ended / terminated in either of the following ways

- Voluntary end of service
- Involuntary end of service

### **Voluntary End of Service**

Voluntary end of service includes, but is not limited to instances in which:

- An employee resigns in writing.
- The organization and the employee mutually agree that end of service would be in the employee's and the best interests of FWO.
- The employee fails to return from an approved leave of absence on the date specified by Farzana Welfare Organization (FWO)
- The employee fails to report to work or call in for 10 or more consecutive workdays (10 consecutive uninformed absences).
- The tenure of fixed term contract of employment ends and is not extended.

### **Basic Rules**

1. In case of resignation, the confirmed employee is required to tender one month notice of resignation in writing to Farzana Welfare Organization, If the employee fails to tender the required notice he/she has to forego one month's gross salary in lieu of notice.
2. Fixed term employees are liable to tender notice as specifically stipulated in their contracts.
3. In case of resignations, the non-confirmed employee is required to serve one-day notice.
4. All resignations mandate acceptance and approval from the concerned competent authority, which is Director or Person delegated with such responsibilities.

In case an employee decides to resign, the employee is required to submit a written resignation to his/her relevant supervisor addressed to the Director one month in advance of his/her end of service date or as per the terms and conditions laid down in the employment contract. After approval by President, Director, HR Department would take action for final settlement etc.

### **Leaves Policy**

NPO recognizes following categories of leaves;

1. National holidays
2. Earned leaves
3. Casual leaves
4. Medical/ hospitalization leaves
5. Maternity leaves
6. Study leaves
7. Hajj/Umrah/ ( )Yatra for non-Muslim
8. Leave without pay

For all leaves categories, any employee as a matter of right cannot claim leaves. The submission of any application is not deemed valid until formal sanction by the Competent/sanctioning authority and a Leave Application Form (Annex - II) has to be filled out.

### **National Holidays**

Farzana Welfare Organization issues Holiday Schedules for all employees at the beginning of each calendar year which is in accordance with official government notification of holidays. There is no carryover of national holidays.

### **Annual Leaves:**





The purpose of the Earned leave policy is to ensure that all employees have adequate time away from work for family holidays, special events, rest and recreation etc. Farzana Welfare Organization provides all its regular employees annual leave with pay in order to maintain health, morale and efficiency. This policy outlines the conditions under which employees become eligible for annual leave with pay. All regular employees (open ended and/or fixed term but with terminal benefits) are entitled to annual leaves as per their respective entitlements

Any leave not availed and it will be carried over to the next year. Accumulation of leaves for both categories (Officers and Non-officers) can be maximum two years. Public or weekly holidays occurring during an employee's vacation will be calculated separately and will not be considered as part of the employee's leave. Employees are not allowed to work for another employer during vacation, with or without pay.

#### **Casual Leaves:**

While good attendance is essential to the Organization to achieve its goals and objectives, Farzana Welfare Organization recognizes the necessity for employees to be absent from work for reasons beyond the employee's control. The purpose of this policy is to set forth the procedures and conditions under which employees may be granted time off with pay in the event of unusual and justified circumstances

#### **Maternity Leaves:**

Farzana Welfare Organization's Maternity Leave policy meets the statutory requirements of The West Pakistan Maternity Benefit Ordinance, 1958 (W.P. Ordinance XXXII Of 1958). The purpose of maternity leave is to facilitate female employees who are expecting a child to rest and receive medical attention.

Three months (Twelve weeks) leave with pay is available to female employees as Maternity Leave in accordance with the statutory requirements. They may divide the leave as they wish between the pre and post-natal period. Maternity leave can commence at any time on or after the 11th week before expected date of childbirth.

1. If a female employee needs to exceed her maximum maternity leave entitlement, she may consume her casual and/or earned leaves if available. If even the balance of leaves is over run, the employee will be on leave without pay as a special case with prior approval of Director only.
2. During unpaid maternity leave a female employee retains all of her contractual rights except remuneration (including increments, salary raises etc.).
3. Any female employee cannot be terminated or dismissed on pregnancy-related grounds within a period of six months before delivery as it has the effect of depriving her of any maternity benefit. (Refer to clause 7 of The West Pakistan Maternity Benefit Ordinance, 1958, W.P. Ordinance XXXII Of 1958).
4. The probation period will correspondingly extend if maternity leaves are taken during the probation period.

Employee to fill up a leave application form along with a Medical certificate requesting leave for maternity fifteen (15) days in advance

#### **Hajj/Umrah:**

No specific leaves are available. Director will approve however employees can consume their casual and/or annual leaves for this purpose collectively and such leaves.

#### **Leave without Pay:**

1. Any employee may avail leave without pay for any reason with prior approval from Director.





2. During leave without pay, an employee retains his/her contractual rights excluding remuneration (any entitlements, benefits stipulated either in the employment contract or otherwise).

In case of organizational needs, Farzana Welfare Organization will check with the employee whether he or she may rejoin during the leave without pay period within 10 working days otherwise will serve the notice in lieu as per contract or as per Farzana Welfare Organization policy

### **Benefits Policy**

To outline the benefits provided to employees based on their classification and to ensure compliance with local laws and employment conditions in Pakistan. This policy applies to all regular employees of Farzana Welfare Organization.

#### **Provident Fund:**

NPO offers a provident fund to eligible employees as part of their retirement benefits.

#### **Gratuity:**

- Eligibility: All regular employees across all grades from the date of joining, with a minimum of one year of service.
- Entitlement:
- Grades 1-4: One-month gross salary for each completed year of service, prorated monthly.
- Grade 5 and above: One-month basic salary for each completed year of service, prorated monthly.
- Conditions: Gratuity is payable only upon leaving Farzana Welfare Organization in good standing (not terminated for misconduct).

#### **Death and Disability Insurance:**

- Coverage: All employees (excluding consultants, daily wagers, and outsourced workers) are insured against death and disabilities.
- Benefits: Financial security for employees and their families in case of death (natural or accidental) or permanent/partial disability (accidental or natural).
- Management: The Finance and HR Departments will negotiate the policy on behalf of Farzana Welfare Organization.

#### **EOBI & Social Security**

- Compliance: Farzana Welfare Organization complies with the Employees Old Age Benefits Act 1976, providing security and benefits to old-age employees.
- Contributions:
- Employees: Required by law to contribute to EOBI.
- Employer: Farzana Welfare Organization deducts the employee's contribution from their monthly pay and contributes the employer's share as required by the Government of Pakistan.

#### **Gratuity Details**

All regular employees from the date of joining, with a minimum of one year of service.

- Grades 1-4: One-month gross salary for each completed year of service, prorated monthly.
- Grade 5 and above: One-month basic salary for each completed year of service, prorated monthly.

#### **Conditions:**

- Gratuity is payable only upon leaving Farzana Welfare Organization in good standing (not terminated for misconduct).
- Six months rounding off is not applicable.





## SECTION 2: RECRUITMENT POLICY

The most important element of the recruitment process is to ensure transparency and fairness without any bias, favoritism and gender discrimination in the hiring process. This can only be ensured when there exists clearly laid down criteria and procedures for recruitment of staff and consultants. Some of the standard practices for recruitment include proper hiring mechanisms through advertising, indiscriminate head hunting and using the database of credible recruitment agencies, (this is in vogue in all developed countries). Once applications are received, short listing through independent sources or cross checking through reference checks or under an already laid down eligibility perform followed by tests and interviews by a panel, are some of the effective ways of recruitment. In short, any such policy that ensures transparency and a non-partisan approach can be termed as a fair recruitment policy.

### Disability Policy:

- Farzana Welfare Organization will provide a conducive and enabling environment and working conditions for disabled employees.
- Farzana Welfare Organization will strive to maintain the minimum level of employment of disabled persons as per the legal requirements. Currently it is 2% of total employee strength.

### Recruitment of Staff from out the Organization

Recruitment takes place only after proper requisition is made according to the attached Position Requisition. Form, and approved by founding president / President /Director on behalf of Executive Committee.

### Advertising of Positions:

Farzana Welfare Organization makes reasonable attempts to recruit as widely as possible; to find and appoint the best possible applicant for a vacant position. NPO uses following media for advertising/attracting prospects preferably:

- a) Advertisement in National/Local Newspapers
- b) Job portal websites
- c) Social Media
- d) Notice Board

### Recruitment Selection Committee

Sr	Type of Committee	Members	Committee to be Nominated
1	Selection Committee for Managers, Managers and District CoordinatorMeal Officer	Director, at least three Executive Committee and HR Representative	Executive Committee
2	Selection Committee for Community Mobilizer Senior Junior Officers and Assistants and Support Staff	Relevant Director, at least two Managers, HR and Finance Representatives	Director/ Chief Executive Officer, HRManager, Programme Manager

- Establishing the Selection Criteria
- Short Listing
- Written Test





- Interview
- Reference Checking
- Offer of Employment and Appointment Letters

### **Internal hiring process policy**

An internal hire is the hiring of a current organization staff member to fill the positions within the organization.

### **Policy brief & purpose:**

Farzana Welfare Organization internal hiring policy describes our process of hiring within the organization to fill open roles. We are committed to investing in our employees and help them grow their skills and gain experience while working with us.

### **Scope**

In this policy, we outline our procedure for internal recruitment and clarify our rules for internal mobility it should craft a policy that is fair and equitable to internal applicants. **Internal hiring process guidelines** Hiring committee/ Director/CEO should think whether they have qualified employees already in organization. Hiring committee/ Director/CEO will approach/candidate, if more than one application for the same posts than Hiring teams should evaluate internal applications. Hiring committee members are obliged to evaluate all applications from internal candidates and recruiters should inform them about the outcome. Hiring teams should perform interview of short-listed internal candidates. The selection process consists of six steps: 1. initial screening interview, 2. completion of the application form, 3. employment tests, 4. comprehensive interview, 5. conditional job offer and 6. Recruiters should update all internal candidates.





### Section 3: Conflict Of Interest Policy

In order to assure continued public trust in the work of Farzana Welfare Organization [all team members must operate in a manner that avoids any conflict of interest between a team member and other organizations. This policy identifies the types of outside professional relationships in which team members may engage, and provides disclosure and approval procedures to help avoid situations in which these relationships may cause conflict of interests. This disclosure and approval process does not ban, any particular relationship, but relies on the good judgment of team members and Farzana Welfare Organization management, as well as on the cleansing effect of disclosure for discouraging improper relationships.

#### **PURPOSE:**

Farzana Welfare Organization role as a decision-making body entails that its members and the community at large place a high level of trust in it. In order to preserve this trust, Farzana Welfare Organization must assure that its team members make technical and management decisions free from all possible conflict or even appearance of conflict arising from their personal or professional commitments. This policy governing Farzana Welfare Organization professional activities undertaken in collaboration with other organizations will help provide guidance to its team in maintaining these standards.

#### **SCOPE:**

This policy is intended to serve as a guideline for all the persons employed by Farzana Welfare Organization regardless of their position.

#### **Disclosure**

Disclosure is required of the administrator concerning all personal relationships and business affiliations that could give rise to a conflict of interest involving Farzana Welfare Organization. This disclosure shall be continuously reported and kept current, as set forth below, if the staff member or a member of his or her family is:

An officer, director, partner and employee of an organization doing business with Farzana Welfare Organization, and/or Materially benefited through substantial receipt of cash or other property (exclusive of dividends or interest) from such organization. Disclosure of an affiliation of a family member should be made if it is felt that any affiliation may create a conflict of interest with the Farzana Welfare Organization.

#### **Requirements For Disclosure**

- Each officer of administration, director and department head shall complete a disclosure letter annually and return it to the general counsel.
- If new affiliations occur that may result in a conflict of interest, a disclosure letter should also be forwarded for review.
- All newly hired administrative officers and department heads are requested to file the disclosure letter within 30 days of their appointment.





#### Section 4: Gender Policy

The rationale for integrating a gender perspective in the activities of Farzana Welfare Organization lies in the Farzana Welfare Organization mandate - to prevent and alleviate human suffering without discrimination. Gender equality ensures that there is no sex-based discrimination in the allocation of resources or benefits, or in access to services. The purpose of this policy is to define the main approach of Farzana Welfare Organization as how to address gender issues in civil society sector.

##### **SCOPE**

Farzana Welfare Organization focus is on gender, rather than specifically on women. Gender refers to the roles, responsibilities, needs, interests and capacities of both men and women. These are influenced by social and cultural factors. Therefore, the term "gender" does not replace the term "sex" which refers exclusively to biological differences. Men and women often play different roles in society and accordingly they may have different needs. A gender perspective is required to ensure that men's and women's specific needs, vulnerabilities and capacities (set in the broader context of class, ethnicity, race and religion) are recognized and addressed. This policy establishes the basis for Farzana Welfare Organization to ensure that the gender differences are taken into account and dealt with in relation to core programmes.

##### **STATEMENT**

With regard to gender issues, the goal of Farzana Welfare Organization is to ensure that all the organisation's programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women at all levels within non-profit organization.

Farzana Welfare Organization is committed to taking the necessary steps towards achieving this goal, in particular recognizing that:

- Social and political instability may affect men and women differently and that Farzana Welfare Organization assistance may also have a different impact on men and women;
- The integration of a gender perspective into Farzana Welfare Organization is an important strategy towards the fulfilment of the it's mandate to improve the lives of the marginalized;
- Farzana Welfare Organization operates in a wide variety of cultures; as such it needs to take a culturally sensitive approach with regards to mainstreaming a gender perspective in the organisation's work;
- The full participation of both men and women in all Farzana Welfare Organization activities not only ensures gender equality, but also increases the efficiency and effectiveness of the work of the organization;
- Although the primary task of Farzana Welfare Organization is to ensure gender sensitivity in their existing programmes, they may also implement projects to assist special groups of men or women, if local situations so require.

**To achieve this goal, Farzana Welfare Organization shall:**

- Put in place institutional procedures, which ensure that the needs of boys, girls, men and women are all met equitably in disaster response, vulnerability reduction and the provision of health and otherservices;
- Formulate measures to ensure that gender-specific vulnerabilities and capacities of men and women are systematically identified and addressed;





- Ensure that data on beneficiaries is disaggregated by sex for needs assessment and programme planning and gender analysis is integrated into programme design, delivery, monitoring and evaluation;
- Design strategies for capacity building in gender mainstreaming as part of institutional development programmes with special attention to staff training on gender analysis skills;
- Ensure that reporting and accountability mechanisms for activities and results in gender mainstreaming are put in place. This includes performance evaluations, budget allocation analysis and actions to enable the full participation of men and women on an equal and meaningful basis in (Farzana Welfare Organization) activities at all levels.

### **RESPONSIBILITIES**

The senior management of Farzana Welfare Organization is responsible for:

- Increasing awareness and skills of staff and volunteers in considering the social differences between vulnerable men and women when designing, implementing, monitoring and evaluating programmes;
- Conducting a systematic review of the institution's procedures to put in place gender analysis as part of programming or improving the existing systems;
- Enabling a gender balance in the different levels of the structure within their organization, in particular to involve more women in the decision-making processes at all levels;
- Ensuring equal opportunities among female and male staff members and volunteers in the areas of recruitment, promotion, benefits, training and working conditions.

The governance of Farzana Welfare Organization is responsible for Assessing the implications of their policies and decisions for men and women, and thus ensuring that all Farzana Welfare Organization policies and programmes are gender sensitive.





## Section 5: Grievance Settlement Policy

### INTRODUCTION

Farzana Welfare Organization is committed to maintaining and enhancing fair, equitable and safe work practices.

### STATEMENT

Farzana Welfare Organization states that all members of staff are expected to perform their duties with efficiency, fairness, impartiality, integrity, honesty and compassion.

The distinctive feature of the Grievance Procedure for Staff aims to ensure that work-related grievances are addressed in a timely and confidential manner at the lowest appropriate management level, in order to prevent minor problems or grievances from escalating.

### What is Grievance

- There is always the potential for conflict to arise in a workplace. Conflict can be negative if it creates an environment of tension, and can harm morale and productivity if it is not properly managed.
- A work related grievance might flow from any aspect of a staff member's work experience at Farzana Welfare Organization that they believe to be unfair, unjust or unreasonable.
- There are two fundamental types of work-related grievance. These are:
  - Behavior, which does not contravene any laws, legislation or common law such as interpersonal conflict, inappropriate behavior, or inconsistent application of policy/procedures.
  - Potentially unlawful behavior, which includes discrimination or harassment on grounds prohibited by anti-discrimination legislation, corruption, misadministration or serious waste.
- The grievance procedure may be initiated for all work-related grievances. The Procedure for Handling Grievances below provides further information.

### Procedure for Handling Grievances

An employee filing a grievance shall have at every "step" the right to present witnesses and evidence to support his/her grievance. Since the processing of a grievance is not a legal matter, attorneys may not represent either the employee filing a grievance or Farzana Welfare Organization. Employees are not to be penalized in any way for proper use of the Grievance Procedure. Time spent in grievance discussions with the administration would be considered time worked with pay.

#### Step 1

Any employee who wishes to file a grievance shall first discuss his/her grievance with his/her immediate supervisor. After the aforementioned discussion with the employee, the supervisor shall have five (5) working days in which to reply to the employee's grievance. If the supervisor fails to reply to the grievance or if his/her answer is not satisfactory to the employee, the employee may present his/her grievance at Step 2.

#### Step 2

If the disposition of the grievance in Step 1 is not acceptable, the employee shall, within five (5)





working days, prepare a written statement stating the basis for the grievance and a requested settlement. He/she shall then discuss his/her problem with the Section Head or Finance & Administration Head (in cases where the section head is the direct supervisor), who shall have five working days in which to present a written reply to the employee's complaint. If a mutually acceptable settlement cannot be reached, the employee will have five working days in which to present his/her grievance in Step 3. The grievant should process his/her grievance to Step 3 through the office of Head of Farzana Welfare Organization.

### **Step 3**

If the disposition of the grievance in Step 2 is not acceptable and the employee wishes to have the grievance considered further, he/she shall notify a representative appointed by the Head of Farzana Welfare Organization. The incumbent representative will investigate the allegations and make arrangements to hear the employee's complaint and the departmental charges if any. He/she shall provide a written response to the employee within five working days of the receipt of the grievance. If the response is not acceptable to the employee the grievance may be processed to Step 4 through the head of Farzana Welfare Organization.

### **Step 4**

If the disposition of the grievance in Step 3 is not acceptable to the employee and he/she wishes to have the grievance given further consideration, he/she shall notify the Head of Farzana Welfare Organization in writing to that effect. It is up to the discretion of the Head of Farzana Welfare Organization to either investigate the allegation on his/her own or constitute a panel to hear out the grievant. Grievance processed to Step 4 shall be reviewed and a response shall be provided to the grievant within thirty days.

### **Exceptional Cases**

In exceptional cases where the Head of Section or Senior Level Officials reporting directly to the Organizational Head, wishes to file a grievance shall first discuss his/her grievance with Farzana Welfare Organization Head. If the Organizational Head fails to reply to the grievance or if his/her answer is not satisfactory to the employee, the officer may present his/her grievance to the Board member nominated by the Chairperson of the Board. Grievances processed under such circumstances shall be reviewed and a response shall be provided within thirty (30) days.





## Section 6: Performance Evaluation Policy

This policy establishes guidelines for performance evaluations of professional staff. The purposes for carrying out performance evaluation include;

- To provide a fair assessment of the employee's performance,
- To assist the employee to improve performance,
- To provide a basis for an appropriate level of compensation, and
- To support and provide documentation for personnel actions under approved policies.

### DATE FOR IMPLEMENTATION

Performance evaluations are scheduled to ensure that every regular employee is evaluated annually prior to reappointment for the succeeding year.

### CONFIDENTIALITY AND DISPOSITION OF FORMS

The completed Annual Performance Evaluation form for each employee is part of that employee's official personnel file in each department. Each supervisor is to conduct performance evaluations. The final step in the evaluation process involves review by the department head, or designated management official. As an official part of each departmental personnel file, the Performance Evaluation form shall be treated as confidential.

### GENERAL INSTRUCTIONS FOR COMPLETING PERFORMANCE EVALUATION

The purpose of performance evaluations are;

- To provide a fair assessment of the employee's performance,
- To assist the employee to improve performance,
- To provide a basis for an appropriate level of compensation, and
- To support and provide documentation for personnel actions under approved Policies.

Performance evaluations should be scheduled to ensure that every regular employee is evaluated annually prior to reappointment for the succeeding year. The completed performance evaluation form is a part of the employee's official personnel file, and as such, shall be treated as confidential.

### FORMS AND GUIDELINES FOR IMPLEMENTATION

The performance evaluation form should provide space on the front for:

- The date the annual performance period ends.
- The name, title and department of the employee being evaluated.
- A list of "Key Responsibilities" or major elements of the job. The evaluator may describe each key responsibility by using a word or a brief phrase or sentence to say what, how, and when each task is performed.
- An evaluation which places emphasis on how well each key responsibility has been performed. The evaluator should describe performance levels, which meet, exceed, or fail to meet expected levels.
- The back of the performance evaluation form should provide space for:
- An overall summary of the performance evaluation, taking into consideration the level of performance on each key responsibility. The overall summary, again using the "Guide for Evaluation," may be very brief or may be more descriptive if needed. Specific targets for improvement should be noted.
- The actual date of the evaluation, name and title of the evaluator/supervisor who has





direct knowledge and supervisory responsibility for the employee. Spaces are also provided for the supervisor to date and initial the form to record when the performance evaluation was discussed with the employee. It is not necessary for the employee to sign or initial the form.

- Management Review- this space is provided for the department head to record comments, including any disagreements with the evaluator's rating or comments. This space is to be completed with signature and date.:





## Section 7: Harassment Policy

Kazana Welfare Organization Policy on Harassment recognizes that harassment is unacceptable behavior. The policy seeks to enhance access, participation and positive outcomes for its members consistent with equal opportunity and affirmative action principles. The policy accepts its legal obligations to ensure that staff is not subjected to harassment, which may include vicarious liability for harassment of others by its employees

### WHAT IS HARASSMENT

#### Definition of Harassment

- Harassment includes any unwelcome behavior, whether verbal, physical, or visual, that creates an intimidating, hostile, or offensive work environment. This includes, but is not limited to, sexual harassment, bullying, and discriminatory behavior based on race, gender, religion, age, disability, or any other protected characteristic.
- Harassment is verbal or physical conduct, which because of its severity and/or persistence, is likely to create a hostile or intimidating environment and detrimentally affect an individual's employment. Harassment is defined by reference to the nature and consequences of the behaviour, not the intent of the initiator.

#### Harassing conduct specifically includes the following;

- Communication of spoken, written, graphic and computer mediated material that denigrates or shows hostility or aversion to individuals or groups on the grounds of actual or perceived race, nationality, gender, transgender status, marital status, disability, homosexuality, age, family responsibilities, carers' responsibilities, political conviction or religious belief;
- threatening, intimidating or demeaning behaviour directed at individuals or groups outlined above;
- acts of vilification, i.e. public acts which may have the effect of inciting others to hate, have serious contempt for, or seriously ridicule a person or group of people, on the grounds of actual or perceived race, AIDS or HIV-positive status, homosexuality, or transgender status;
- sexual harassment, which is defined as unwelcome sexual advances, requests for sexual contact and verbal or physical conduct of a sexual nature, when submission to or rejection of such advances, requests or conduct is explicitly or implicitly a term or condition affecting employment decisions; and/or when such advances, requests or conduct have a detrimental effect on an individual's work environment.
- NPO has already established Grievance Procedure for dealing with complaints of harassment from staff. Where it is determined that harassment has occurred NPO will act promptly to eliminate the harassing conduct, and will deal with the matter in accordance with Grievance Procedure for Staff as follows.

#### Procedure for Handling Sexual Harassment at work place Purpose

To provide a safe and respectful workplace free from harassment and to establish a clear procedure for reporting and addressing harassment complaints. An employee filing harassment





shall have at every "step" the right to present witnesses and evidence to support his/her harassment. Employees are not to be penalized in any way for proper use of the Harassment Procedure. Time spent in harassment discussions with the administration would be considered time worked with pay.

#### **Step 1**

Any employee who wishes to file harassment shall first discuss this with his/her immediate supervisor. After the aforementioned discussion with the employee, the supervisor shall have five (5) working days in which to reply to the employee's grievance. If the supervisor fails to reply to the harassment or if his/her answer is not satisfactory to the employee, the employee may present his/her harassment at Step 2.

#### **Step 2**

If the disposition of the harassment in Step 1 is not acceptable, the employee shall, within five (5) working days, prepare a written statement stating the basis for the harassment and a requested settlement. He/she shall then discuss his/her problem with the Section Head or Finance & Administration Head (in cases where the section head is the direct supervisor), who shall have five working days in which to present a written reply to the employee's complaint. If a mutually acceptable settlement cannot be reached, the employee will have five working days in which to present his/her harassment in Step 3. The grievant should process his/her harassment to Step 3 through the office of Head of Farzana Welfare Organization.

#### **Step 3**

If the disposition of the harassment in Step 2 is not acceptable and the employee wishes to have it considered further, he/she shall notify a representative appointed by the Head of Farzana Welfare Organization. The incumbent representative will investigate the allegations and make arrangements to hear the employee's complaint and the departmental charges if any. He/she shall provide a written response to the employee within five working days of the receipt of the harassment. If the response is not acceptable to the employee the harassment may be processed to Step 4 through the head of Farzana Welfare Organization.

#### **Step 4**

If the disposition of the harassment in Step 3 is not acceptable to the employee and he/she wishes to have the harassment given further consideration, he/she shall notify the Head of Farzana Welfare Organization in writing to that effect. It is up to the discretion of the Head of Farzana Welfare Organization to either investigate the allegation on his/her own or constitute a panel to hear out the grievant. Harassment processed to Step 4 shall be reviewed and a response shall be provided to the grievant within thirty days.

### **Formation of the Harassment Committee**

#### **1. Composition:**

- The Harassment Committee will consist of 4-6 members, including at least two female member.
- Harassment Committee members will include representatives from different levels and departments within the organization to ensure diverse perspectives, including Chairperson of Governing body, two female member of general body, CEO (Management Head), and one member of HR representative

#### **2. Appointment and responsibility of harassment committee.**

- Committee members are appointed by the governing body and approved by the general body.





- The tenure of the committee members is typically one year, with the possibility of reappointment.
- **Chairperson:** Leads the committee and ensures timely and fair handling of complaints.
- **Members:** Investigate complaints, maintain confidentiality, and support the complainant and the accused through the process.
- **HR Representative:** Acts as a liaison between the committee and the organization, providing necessary administrative support.

The details of current Harassment committee member as follow			
Sr.no	Name	Designation	Contact Number
1	Ms. Farzana bibi	Chairperson	+923158245537
2	Mr. Abdul wahid	General secretary (CEO)	+923008217555
3	Mr. Mumtaz Ali	Finance secretary	+92300838116
4	Ms. Ghazala Kashif	General Body member	+923157836160
5	Ms. Zeenat bambro	General Body member	+923003291129
6	Mr. Kiran Gul	HR representative	+923337126783

## Notification of Committee Members

### Formation Committee

#### 1. Announcement:

- The names and contact information of the Harassment Committee members will be announced to all employees via email and posted on the organization's notice board and intranet.

#### 2. Accessibility:

- Information about the committee and its members will be included in the employee handbook and during new employee orientations.

### Reporting Harassment

#### 1. Confidential Reporting:

- Employees can report harassment verbally or in writing to any committee member, their immediate supervisor, or directly to HR.
- An anonymous reporting option will be provided through a dedicated email address or suggestion box.

#### 2. Initial Response:

- Upon receiving a complaint, the committee will acknowledge receipt within 2 business days and begin a preliminary review.

### Investigation Procedure





### **1. Investigation:**

- The committee will conduct a thorough, impartial investigation, interviewing the complainant, the accused, and any witnesses.
- All parties involved will be treated with respect and confidentiality will be maintained throughout the process.

### **2. Timeline:**

- The investigation should be completed within 15 business days from the receipt of the complaint.

### **3. Findings and Recommendations:**

- The committee will document its findings and make recommendations for corrective action, if necessary, to the Executive Director.

### **Resolution:**

#### **1. Corrective Actions:**

- Based on the committee's recommendations, the organization may take corrective actions such as counseling, training, written warnings, suspension, or termination of the accused.

#### **2. Communication:**

- The complainant and the accused will be informed of the investigation's outcome and any actions taken.

### **Appeals**

#### **1. Right to Appeal:**

- Both the complainant and the accused have the right to appeal the decision within 10 business days of receiving the outcome.

#### **2. Appeal Process:**

- An independent committee appointed by the BOD will review appeals, and a final decision will be made within 15 business days.

### **Record Keeping**

#### **1. Documentation:**

- The HR department will maintain all records of harassment complaints, investigations, and outcomes confidentially.

#### **2. Retention:**

- Records will be retained for a minimum of 5 years from the date of resolution. Training and Awareness

#### **1. Regular Training:**

- All employees will receive annual training on the harassment policy and procedures.

#### **2. Awareness Campaigns:**

- The organization will conduct periodic awareness campaigns to reinforce a zero-tolerance policy towards harassment.

### **Display Code of Conduct**

Farzana Welfare Organization display Policy on Harassment

**Your safety and well-being are our top priorities**





## **Section 8: Procurement Policy**

Procurement policy deals with the procedures for procurement of office essentials and equipment. The purpose of this policy is to ensure that financial honesty is assured by prescribing a range of appropriate methods for purchasing and procurement, including, where appropriate, a competitive tendering and contracting process. Two main principles that apply are:

- The requirement for impartiality and fairness across all stages of the tendering and purchasing process; and;
- The necessity for obtaining the best possible value for money.

### **Methods of Procurement**

Goods or services may be acquired through one of the following options.

- Direct Purchase from a company/supplier. This includes cash transactions, credit card purchases, quick orders and cheque payments.
- Written quotation.
- Call for Expressions of Interest

#### **Direct Purchase**

Purchases less than Rs. 10,000 may be purchased to best advantage without quotations subject to the following conditions:

- 1 Rates should be reasonable and consistent with normal market rates for items of a like nature
- 2 requirements should not be split into components or succession of orders for the same goods or service for the purpose of enabling the goods or service to be obtained under the Rs. 10,000 limit
- 3 procurement should be approved by Manager Finance

#### **Written quotation**

For purchases greater than Rs. 10,000 but less than Rs. 50,000 at least one written quotation should be obtained subject to the following conditions:

- a) Rates should be reasonable and consistent with normal market rates for items of similar nature.
- b) Requirements should not be split into components or succession of orders for the same goods or services for the purpose of enabling the goods/service to be obtained under the Rs. 50,000 limit.
- c) For purchases greater than Rs. 50,000 but less than Rs. 100,000, a minimum of three written quotes must be obtained and must be based on a written outline of specifications which has been provided to the suppliers. The head of NPO should approve purchase of this size.
- d) For purchases that are considered high risk and over Rs. 100,000, consideration should be given to undertaking a Competitive Tendering and Contracting (CTC) process. This should include documentation of a written brief or outline of specifications for the purchase. The Chairman of the Board should approve such purchases.

#### **Call for Expressions of Interest**

Expressions of Interest/ Request for Proposals (Competitive Tendering and Contracting) Procedures. Expressions of Interest (EOI) and Requests for Proposals (RFP) consist of procedures that are intermediate between obtaining written quotations and seeking tenders. It is generally used to cull an initial field of probable competitors who can provide innovative solutions to leading edge, or emerging issues within a given industry (e.g. a creative, or technological solution). Generally such purchases fall in the Rs. 50,000 and above categories.





- a) In the case of requests for Proposals or Expressions of Interest, a detailed overview of the product or service concept that is required is prepared and forwarded, usually with a covering letter, to a number of identified suppliers who are invited to submit written proposals.
- b) Similarly, requests For Proposals/Expressions of Interest can be announced in a variety of advertising mediums to achieve greatest exposure to potential contractors and tenderers.
- c) Under this arrangement, Farzana Welfare Organization is subsequently able to negotiate variations to the specification with a preferred supplier.

### **BENEFITS OF A PROCUREMENT POLICY**

As a consequence of adhering to this policy, will:

- Obtain the best value for its purchases, in both cost and quality terms.
- Have a fast and efficient purchasing process; demonstrate financial probity and accountability to its clients, stakeholders and the public interest.
- Successfully manage and prevent the potential for conflicts of interest.
- Monitor and evaluate performance in purchasing and procurement. Be protected from complaints and legal actions mounted by potential suppliers who believe they have not received fair treatment.

### **ETHICAL GUIDELINES**

No matter how transparent or fool proof an arrangement may be its success lies in the behaviour of the officer(s) in-charge and his or her intention in following the laid down procedures and regulations. The set of rules laid below can serve as a guideline for any purchasing officer.

- The best value for the organization's goods and services must be sought.
- There will be a documented process for all purchases, which allows for transparency of decisions and review of purchases.
- The conduct of procurement is subject to continuous auditing by the organisation and by external bodies such as the Board, Audit Officer and Stakeholders.
- Staff will ensure that they are not, or are not perceived to be in a conflict of interest with any supplier.
- Those staff who have, or may be perceived to have, a vested interest in the outcome of a purchase should disclose any conflict to their supervisor and discuss whether they should exclude themselves from any role in the purchase.
- Staff will be suitably skilled and qualified to attend to the completion of their purchasing and contracting role(s).





## **Section 9: Travel Policy**

The objective of having a clearly laid down travel policy is to minimise the programme expenditure incurred on travel and to have an effective system in place so as to prevent misuse of funds and official transport.

### **Domestic Travel**

- Air travel should be on economy class only.
- Prior approval of Manager Finance & Administration or Head of the organisation should be obtained for all travel/tour schedules on the prescribed form before the commencement of the tour.
- All travel requests should be through the Travel Authorization Form.
- Availability of funds within the appropriate budget line must be ensured before approving the travel authorisation.
- Travel advance should be taken from the office up to three days before commencement of travel.
- All travel expense claims should be made through a memo and addressed to Finance Department and shall be supported by original receipts. Used tickets and boarding card stubs should be handed over to Administration Department within five working days of returning to the office.
- Account should be settled within five working days of returning to the office. In case the accounts are not settled within the stipulated time then the advance will be settled against the salary of the employee for that month.

### **International Travel:**

- Travel authorisation should be submitted to the Administration & Finance Section at least 14 days before actual travel dates, after obtaining approval of the Chairperson of the Board.
- Travel mode should be Economy Class.
- The Section should explore for all possible routes available from destination to destination.
- All travel expense claims should be made through a memo and addressed to Administration & Finance Section and shall be supported by original receipts. Used tickets and boarding card stubs should be handed over to the section within five working days of returning to the office.
- Account should be settled within ten working days of returning to the office. In case the accounts are not settled within the stipulated time then the advance would be settled against the salary of the employee for that month.
- All donor requirements relating to international travel should be adhered to.

### **Office Transportation & Vehicle Maintenance**

- Office transportation should be used for official purposes only.
- Private/unauthorised use should be strictly prohibited and any staff member found guilty need to be warned/penalised.
- All vehicles should maintain separate log books in which travel details and distance should be logged by the driver and verified by the requester. The logbook should be closed daily, signed by the driver and verified by the Administration Department.
- Administration department should also prepare monthly consumption report indicating average monthly consumption and charging to the respective projects at a specified rate.

### **Vehicle Inspection and Maintenance Procedure**

- The primary responsibility of maintaining the office vehicle would be of the assigned





- driver.
- All office vehicles should be checked on weekly basis.
  - Details along with receipts of all repairs and maintenance of each vehicle should be duly entered in the Vehicle Maintenance Record Sheet.





## Section 10: Organization Assets Disposal Policy

**Purpose:** The purpose of this policy is to provide guidelines for the proper disposal of assets owned by the organization, ensuring that all disposals are conducted in a transparent, accountable, and ethical manner.

**Scope:** This policy applies to all assets owned by the organization, including but not limited to furniture, equipment, vehicles, and electronic devices.

**Policy Statement:** The organization is committed to managing its assets efficiently and responsibly. This includes the proper disposal of assets that are no longer needed, are obsolete, or have reached the end of their useful life.

### Procedures:

#### 1. Identification of Assets for Disposal:

- Assets identified for disposal should be reviewed by the department head and documented with the reason for disposal.
- Common reasons for disposal include obsolescence, irreparability, or lack of utility to the organization.

#### Approval Process:

- All disposals must be approved by the Executive Director or a designated authority.
- The decision to dispose of an asset must be documented, including the rationale for disposal and the method chosen.

#### Methods of Disposal:

- **Recycling or Donation:**
- Whenever possible, assets should be recycled or donated to other non-profit organizations, schools, or community groups.

#### Sale:

Assets that still have market value may be sold. The sale process should be open, fair, and transparent, typically through public auction or competitive bids.

#### Scrapping:

Assets that have no useful life or market value should be disposed of in an environmentally responsible manner, ensuring compliance with local regulations.

#### Documentation and Record Keeping:

- A record of all disposed assets should be maintained, including the description of the asset, method of disposal, date of disposal, and any revenue received from the sale.
- The Finance Department should update the asset register to reflect the disposal.

#### Conflict of Interest:

- Employees or their immediate family members are prohibited from purchasing or receiving disposed assets, except through public auction or competitive bid processes where all potential buyers have equal opportunity.

#### Compliance:

- The disposal process must comply with all relevant legal and regulatory requirements.
- The organization will periodically review and update the disposal policy to ensure its effectiveness and compliance with any new regulations.

#### Responsibilities:

- **Department Heads:**
- Identify and recommend assets for disposal.
- Ensure proper documentation and submit requests for disposal approval.

#### Executive Director/Designated Authority:

- Review and approve disposal requests.





- Ensure the disposal process is fair, transparent, and compliant with policies and regulations.
- **Finance Department:**
- Maintain records of disposed assets.
- Update the asset register accordingly.







# FARZANA WELFARE ORGANIZATION (FWO) Sukkur

Regd: 1917

Ref: #152

Date: 26-12-2024

## FARZANA WELFARE ORGANIZATION

Minutes of Executive Committee Meeting Held on 26<sup>th</sup> December 2024 at Fairy  
Home Sukkur Office

Members present:

- Ms. Farzana Khoso (Chairperson)
- Mr. Abdul Wahid (General Secretary)
- Mr. Mumtaz Ali (Finance Secretary)

The Chairperson (Ms. Farzana Khoso) welcomed all the participants and started the meeting with the praise of Allah and Tilawat-e-Quran Pak.

**Agenda Items # 1: Approval of Organizational HR and Financial Policies:**

**Discussion:**

The General Secretary (Acting CEO) presented the following HR and Financial Policy in front of Executive Committee

- Recruitment policy
- Personnel policy
- Travel policy
- Conflict of Interest policy
- Purchase and Procurement policy
- Disposal of Assets policy
- Employee Grievance Settlement policy
- Harassment policy

After detailed discussion, the following above mentioned policies were approved by the Executive Committee.

**Conclusion:**

The meeting ended with high tea and thanks to all the participants.



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