

1	SOP No.	S0003
2	Doc. ID*	S0003OFFICE ADMIN
3	Title	OFFICE ADMINISTRATION PROCEDURES
4	E-file name	E:\Pnp Documents\Sops Of Pnp\Policies\Sop 3 Office Management Manual Short Ver.Docx
5	Date of Expiry	Until notified
6	Dates Previous 2 Versions	
7	Date of withdrawal	
8	Holder Name and Designation	Manager-Administration
9	Authorized Issuer	Mr. Manab Chakraborty, Chief Executive Officer
10	Signature of the issuer	
11	Date of Signature	1/4/2019

PS: *This document replaces all previous versions, if any.

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SECTION- 1: ADMINISTRATION

1.1 Legal Status / Organisational Set up of PnP

Partners in Prosperity (PnP) is registered as a Society under Societies Registration Act 1860 on 20 October 1998 in Delhi. The Society is founded and governed by professionals from different walks of life, and headed by a CEO appointed by the Governing Body.

1.2 Official Stationery

All the official stationery like letter heads, visiting cards and organisation related literature will be printed by Head office, unless otherwise approved by the CEO.

The official logo, design, layout and the address of the Regd., office should always be printed along with the concerned project / location address.

The designated officer at the project locations needs to maintain the stock register and prepare the list of all the available stationery and intend to purchase.

Stationery items should be procured from the approved vendors identified by the local project office. Remote locations could have them as per the requirement arising. Quality of items received should be checked against local standards. Issue and receipts should be recorded by Admin. Fast moving office stationery should be stored with the issuing person. Other items like gem clips, staplers etc. may be stored in a central place. Reorder levels should be monitored to ensure adequate stationery of good quality. Redundant stationery eliminated economically from stock. Used/printed stationery converted to scratch pads. Store rooms to be arranged neatly.

1.3 Usage of Letter Heads and Official seal

The letter head and official seal are meant for official use only and hence the same has to be used diligently by the authorised personnel or the person authorised by CEO.

1.4 Email Registration

When an Employee joins the organisation he/she will be assigned an email ID (the name will be as per the choice of the employee which will be followed by organisation id). The same will be used for all official purposes and on the business card.

1.5 Stock/Stationery Register

Fixed Assets basically would comprise of movable items like furniture, electric & electronic equipment, office decors, Air Conditioners, etc. Kitchen utensils, curtains, venation blinds, sanitary wares etc., are considered as part of the building and hence need not to be inventorised although care should be taken for its regular maintenance.

As permanent record, all project locations should maintain a manual inventory register. This should be updated as and when items are added, disposed or scrapped. In addition, an electronic version of such list should also be maintained and submitted to auditors at the time of audit. At

Head Office the responsibility of maintaining the inventory register lies with the Administration and at project locations the designated officer has to maintain it.

1.6 Movement of assets

An Inventory Movement Register (IMR) should be maintained for assets taken out of office. Examples are OHP, Cameras, Laptops, Cell phones etc., for workshops, seminars, to undertake repairs etc. Such movements are permitted for official use only and are subject to approval by the staff authorised. Proper documentation in the form of "Movement Register" registering details such as description, asset number, date of issue, expected date of return, purpose and person authorising movement etc., should be maintained by the Administrative staff. At project locations it is the responsibility of the Programme Coordinator to see that the asset taken out of office is recorded in the movement register and brought back in good condition.

1.7 Disposal/Scrapping of assets

All assets beyond its useful life should be disposed off. At the time of disposal, the realisable market value of the asset should be fixed and first preference should be given to staff members. Normally accepted practises are closed bidding, lottery system, etc. In case of any asset having no realisable value, it can be scrapped off. The decision to dispose off an asset or scrap upto value of Rs. 2000/- can be made by the Programme Coordinator. In complex case endorsement proposal can be sought from CEO.

The documentation for disposal or scrapping should be systematically maintained in a way that it is self-explanatory.

1.8 Annual Maintenance Contract (AMC)

All electronic and electrical equipment with high value, needing frequent maintenance should be covered through an Annual Maintenance Contract with concerned agencies wherever possible. Such contracts should be renewed from time to time so as to ensure continuous coverage. Also an assessment of the equipment has to be done before entering into an AMC. If electronic equipment is purchased from head office the responsibility of AMC lies with HO and if it is purchased locally at project locations, entering into an AMC will be the responsibility of the project office.

1.9 Insurance

In order to safeguard the movable properties of the PnP as well as Cash inHand / in Transit, suitable insurance coverage should be taken out with recognised insurance organisations. Continuous coverage should be ensured by timely renewal of such policies.

1.10 Usage of vehicles

1.10.1 Personal Vehicles

Wherever possible public transport should be used for local official travel. However, from the convenience point of view, staff members are permitted to use personal vehicles for official purposes within the duty station (to attend a conference/workshop/meeting at clients place). Details such as place/s visited, purpose/s, number of kilometres etc., should be provided along with the claim. The cost for such usage shall be reimbursed at a pre-fixed rate per kilometre indicated from time to time.

1.10.2 Hiring of Vehicles

For travel within duty station staff members are permitted to hire vehicles locally for official purpose on approval of CEO. Such services should be availed only from authorised travel agents. From security point of view, the travel agent should be instructed to allot reliable drivers, especially for late night travel and where relevant special arrangements are to be made for female staff; i.e. to

ensure safety and dignity. In case the travel agent is not able to send the vehicle due to non-availability or lack of time, the staff members can call a metered taxi and claim the reimbursement from office on submission of the bill.

1.11 Resource Centre/Library

All books procured or received by the PnP should first be registered in the inward register and then stored in the library. Books have to be segregated according to subject / topic, depending on the range of books and should be numbered subject/topic wise. For quick reference, catalogue should be prepared for all books and made available in the library. Movement of books should be monitored and documented in the Library Register. At HO it is the responsibility of the Administration to maintain the resource centre. In case the project location feels there is a necessity of buying books and maintaining it there itself for frequent reference, the list may be sent to HO for records.

Periodicals and journals are to be put on the display stand at the common area for ready reference. All new publications when procured or received should replace old ones in the display stand.

1.12 Subscribing journals and magazines

Everyone is aware that Journals, newspapers and magazines supply us with a variety of information and contribute a great deal to the development of our knowledge. It is important that the Delhi office and all the Project offices with the consent of the Programme Coordinator may subscribe for journals or magazines relevant to their field for enhancing their knowledge or for any development news. Journals relevant to the organisations thematic domains may also be subscribed as per requirement. Programme Coordinator can authorise for a subscription for an amount of Rs. 2000/- per year. CEO is the approving authority for any subscriptions above Rs. 2000/-. It would be ideal to request for such subscriptions in the beginning of the financial year so that the amount be included in the budget.

The organisation also provides the staff for e-subscriptions after the CEO approves the same and feels that the same would be beneficial to the organisation. (Definition: **Electronic publishing** or **e-publishing** includes the digital publication of e-books and electronic articles, and the development of digital libraries and catalogues, many non network electronic publications such as Encyclopaedias on CD and DVD. Electronic publishing has become common in scientific publishing where it has been argued that peer-reviewed scientific journals are in the process of being replaced by electronic publishing). The main use of e-subscription can be attributed to usage of the service by many users with single user name at a time.

1.13 Ticketing, travel plans and procedures

On receipt of approved travel plan from CEO/Programme Coordinator the staff member intending to travel should forward their approval travel programme to Administration for bookings. As a matter of policy if the individual finds cheap fares on the internet after the approved travel plan they may go ahead with the booking and claim reimbursement. The travel plan should have full justification, purpose of visit, budget and dates of travel. In case of International travel, copy of invitation letters/ correspondence from foreign party should be enclosed. As far as possible, the train tickets may be by booked by individuals on the internet. Support from HO may be requested for booking of the train tickets, if required.

After every official trip, a brief back to office report should be sent to the concerned Programme Coordinator or CEO, as the case may be.

Hotel Room booking

Hotel room booking: Confirmation mail / letter from the hotel with exact date of check in and checkout, room type, payment mode, other terms and conditions agreed upon and services provided (like complimentary breakfast, free Wi Fi) should be sent to the person travelling, well in advance.

All tickets (air and train) should have the phone number of the concerned traveller and the tickets should be forwarded to him/her as early as possible.

Any cancellation should have a reason and request by email.

1.14 Travel Advances

For all duty travels, cash advance is disbursed to the person travelling to meet costs of local transportation, lodging, boarding and related costs. An estimate giving details such as place, purpose of travel, dates/duration, expected costs with break up for local transportation, lodging, boarding and related costs should be approved in advance by the CEO. Upon approval of such requests payments can be made directly to the staff member concerned, either by cash or through bearer's cheque as may be decided from time to time. In case the CEO is not available in office or due to lack of time the travel advance could not be issued to the concerned, individuals may meet the costs from their own pocket and claim reimbursement.

After completion of every travel, the travel claim statement along with tickets, trip sheets, bills, vouchers along with Back to Office report needs to be submitted by the person concerned. Advance availed earlier shall be adjusted against the total claim and the balance if any, (payable/receivable) shall be settled in full either by cash or cheque. Such settlement shall take place not later than one week from the conclusion of travel. Under no circumstances, fresh advance can be released when earlier advance is outstanding i.e., an employee can have a maximum of one 'travel advance' at any given time.

1.15 Protection of office property

Each staff member should exercise maximum care in protecting the property of PnP and ensuring security of the building, its contents within the building; and keep secure and in good condition all property which comes into his/her possession or control (ex: cameras, laptops, pen drives etc.,)

All confidential material for disposal must be shredded or placed in the bin provided for shredding.

Upon the termination of employment (or earlier on demand), employee shall return to PnP all property which is in his/her possession or control and shall not retain any copy nor shall make use of the same for his/her own purposes or that of any other person. A no due certificate to this effect from the employer to the employee and vice-versa should be obtained.

1.16 E-mail and Internet use

All mails both surface and electronic received will be considered necessary for the conduct of their duty. These have to be shared with CEO as and when necessary or as requested by the latter.

Browsing/visiting of web sites on the Internet directly related to one's function or professional development is encouraged. In principle one should refrain from using the official systems for personal usage.

Use of any office equipment or facilities of PnP for browsing/visiting web sites of obnoxious in nature are strictly prohibited. In the event of any one found guilty with sufficient evidence shall face disciplinary action including termination from the services.

1.17 Telephone calls & faxes

Each staff member should limit personal calls to those that are absolutely necessary and urgent.

Cost for all personal calls made using PnP's telephone/mobile line, should be reimbursed at the rates charged by the department/agency and such reimbursement at any point of time should not be less than what company pays to such department/agency.

1.18 Internet Data Cards

In today's fast paced working environment there is a strong need to be virtually active at all times. Therefore, all the Programme staff are provided with data card with the best plans so that they can access internet and other email services without any hurdles. It is the responsibility of individual to know about their data card, its usage and the monthly billing pattern. If the monthly bill exceeds the normal billing amount and if found that the excess amount incurred has been used for personal usage, such excess amount shall be borne by the individual staff member.

1.19 Personal File

It is important that PnP maintains full and accurate personal details of all its staff members. Therefore, each staff member is required to complete a Staff Personal Data form at the time of appointment.

List of items to be covered in personal file are;

- ❖ Personal profile, which should include;
 - Name of the employee
 - Project/Programme
 - Designation
 - Date of Birth
 - Date of Joining
 - Date of confirmation of Probation
 - Marital Status
- ❖ Certificates of Educational Qualifications
- ❖ Mailing address, Tel. No, Mobile No, E-mail ID
- ❖ Permanent address
- ❖ Blood group
- ❖ Contact address during emergency
- ❖ Bank Account Details
- ❖ Income Tax Permanent Account Number
- ❖ Employment Contract
- ❖ Terms of Reference
- ❖ Leave records
- ❖ Increment letters
- ❖ Salary Sheets
- ❖ Annual staff talk (Maintain confidentiality of this document. It should be stored in a closed/sealed envelope).
- ❖ Nomination form

It is mandatory that once the employee receives the Employment contract he/she has to send all the above documents within a week from the joining date.

1.20 Usage of Software in office systems

As a matter of policy no pirated version of any kind of software shall be used in PnP for the Laptops or Desktops. Using pirated software is a moral and ethical issue. It is important to

understand the real risks associated with software piracy. By using counterfeit, unlicensed or pirated software we are at risk of having potential desktop licensing issues and system crash or non responsive programmes. If a software needs to be installed in a system, licensed version shall be procured with the approval of the CEO.

Website Management

- Communications Coordinator will be in charge of the technical aspects of the website management. He/She will specifically look into the possibilities of aligning our website with the newer versions of communications like Twitter, Facebook and many others.
- Manager – Administration will continue to work on website related activities from Hyderabad office in consultation with Comm Cord.
- Communications Coordinator will be in charge of the finalisation of content.
- Domain heads have to provide inputs to the content on a weekly basis regarding their area of work. They may also assign one person from the team to do this.

All the contents to be uploaded or removed have to be approved by the CEO.

1.21 Taking backups of the Laptops/Desktops

One of the important tools for efficient system management is backup. Backups have two distinct purposes. The primary purpose is to recover data after its loss, be it by data deletion or corruption. Data loss is a very common experience of computer users. The secondary purpose of backups is to recover data from an earlier time, according to a user-defined data retention policy, typically configured within a backup application for how long copies of data are required. The backup of a system can be stored in the mini hard disk which has a USB connect. The main advantages of mini hard disk storage are low access times, availability, capacity and ease of use. External hard disks can be connected via local interfaces like SCSI or USB. On every weekend all staff shall take a backup of their systems. The hard disk can be cleared by copying the backup files in to a DVD or magnetic tape.

1.22 Outgoing and Incoming mail/despach

Courier/Post is despatched as per the instruction of the concerned staff member. Despatch register should be available and all the outgoing postage/couriers should be recorded in the register. Likewise, the incoming post/courier should be recorded in the Inward register. The designated administrative staff sends it for distribution to the concerned addressee. Incoming communications like letters, envelopes may be opened and stamped or current date's receipt. Wherever applicable, envelope be attached with document. Mail marked "Personal and Confidential" should not be opened.

1.23 Office management at project locations

The staff member at the concerned project location making use of office space allocated to him/her is fully responsible for his/her office and the equipment allocated to him/her. Where relevant and appropriate the above mentioned rules and procedures should be followed. All the copies of the rental agreements, rent receipts, bills and any other expenditure incurred by the project office should be maintained properly and copies should be kept for reference.

1.24 Accessing Computer Server, documents in server

It is mandatory that all the Final copies of acquisition related documents, EOIs, Proposals, Project documents are maintained in Server at PnP HO. This is to prevent loss or misplacement of records and provide easy access to files/ documents in the absence of the concerned staff

member without delay. Modalities of accessing Server at HO by project locations is being worked out and as and when there is a system in place, the same will be informed to all the project staff.

1.25 Committee on Sexual Harassment

Sexual Harassment is understood as any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature (including pornography, sexually-colored remarks) that has or that might reasonably be expected or be perceived to cause offense or humiliation to another. Sexual harassment may occur when it interferes with work, is made a condition of employment or when it creates an intimidating, hostile or offensive environment. Sexual harassment normally implies a series of incidents. However, a one-time incident could fall within the definition of sexual harassment if it has an unambiguously offensive sexual character. Both male and female staff members can be either the injured party or the offender. In order to avoid such unpleasant interference PnP has a committee on Sexual Harassment and the responsibilities of the committee are as follows:

- a. Create a harmonious working environment, free of intimidation, hostility, offence and any form of harassment, sexual harassment and abuse of authority. In order to achieve such an environment, managers and supervisors must act as role models by upholding only the highest standards of conduct;
- b. Communicate the policy on workplace harassment, sexual harassment and abuse of authority to all staff members, ensure that staff take the compulsory on-line Training and Certification Programme on the Prevention of Harassment and Abuse of Authority and the Training Course on Ethics, and act as a resource for staff members and non-staff personnel;
- c. Ensure that staff and non-staff personnel do not engage in workplace harassment, sexual harassment, or abuse of authority. Special attention needs to be given to staff members supervising others.
- d. Take measures consistent with the present policy should they witness any acts of workplace harassment, sexual harassment, or abuse of authority;
- e. Ensure that incidents of workplace harassment, sexual harassment or abuse of authority are promptly addressed. In such cases, managers and supervisors must demonstrate fairness, impartiality, and be free from intimidation or favoritism;
- f. Ensure that all discussion, communications and actions are handled with extreme sensitivity and utmost confidentiality; and
- g. Ensure that no staff is retaliated against.
- h. The failure of the committee to address any known act of work place harassment, sexual harassment, or abuse of authority may result in the imposition of appropriate administrative or disciplinary measures.
- i. The committee is responsible for conducting preliminary assessments and formal investigations of complaints of workplace harassment, sexual harassment and abuse of authority. Those complaints may be sent to the committee, in particular through a mail.

1.26 Ethics Committee

The role of an Ethics Committee is to oversee compliance with the ethical standards in all the projects, proposals and activities. It is mandatory that the Ethics committee approves the project before it is launched.

1.27 Right to Information

As a matter of policy of the organisation any employee who would like to have the information about the organisation can approach the concerned staff for information, with the approval of the CEO. Information is any material in any form. It includes records, documents, memos, e-mails,

opinions, advices, press releases, circulars, orders, logbooks, contracts, reports, papers, samples, models, data material held in any electronic form.

Staff also should respect the confidentiality of information and information from the organisation can be shared with others only with the written permission from the CEO.

In cases where the organisation has contractual obligations with its partners or donors regarding the confidentiality of information, such contractual obligations will supersede the right to information by the staff.

1.28 Monthly staff meeting and Review meeting

All the assigned staff should be available for monthly staff meeting which is held on a day agreed by the team. The project location staff may interact through Skype. All the staff should have a Skype ID and the same should be circulated to all the staff members.

1.29 Communication

- For anything to do with office support, logistics, contracts, HR contracts etc, contact Administration. For matters which require decisions and approval, always mark a copy to CEO.
- For all accounts, finance, budget, expenditure statements related matters, contact Manager - Finance. For matters which require approval or decision at higher level, please mark a copy to CEO or Manager – Finance.
- The Programme Head, is free to contact, discuss with anyone outside (with regard to HELVETAS, there is a slight change) for matters which are in the interests of PnP. It would be good to keep CEO informed (not permission) as it might avoid confusion later.
- However, when final submission of proposals/reports/EoI are made, it should be through the CEO and send from the info ID, and from our official address and letter head.
- Administratively the contracts are signed by the CEO, but the team leader would be the head of the thematic group or as decided by the head.
- Programme Head is in charge of all projects and assignments of the thematic area. All communications related to any of the projects/assignments under the respective thematic area should be addressed to the concerned Programme head (or unless otherwise specified). A copy to CEO will be highly appreciated.
- It was earlier decided to avoid all others communicating to the donors/partners, but head of programme may designate them to do so whenever necessary.

With regard to communications with HELVETAS:

- CEO is responsible for the communication between Helvetas Coordinator (responsible for collaboration between HSIC and India). However, Rupa and Sreeram being the directors, CEO may send the mails to them too.
- Any specific approved and ongoing projects – our head of programme (under whom the project is run) with the concerned project manager of Helvetas (or the designated person from their side).

- For information on acquisitions, CEO writes to Kaspar (and in certain cases to Rupa also) and to Mr. Balthasar who is in charge of Acquisition. They would then inform us the nodal person for the proposal making.
- Once the contact persons are decided, it could happen through the concerned thematic head of PnP and the nodal person from HSIC side.
- The final proposal, reports, annual work plan, budget etc will go in the name of the organisation and from the CEO.

SECTION – 2: HUMAN RESOURCES

2.1 Recruitment of new employees

Whenever a new staff position needs to be filled, prior sanction as well as procedures should be obtained from Board before advertising is undertaken or candidates are approached. If appointments have to be made when the Board is not in session, approval may be obtained by circulation, later to be ratified in the next meeting of the Board of Directors. Contracts of Employment can only be issued by the CEO. The above procedures do apply to permanent or temporary recruitment.

When recruiting new staff, whether by referrals, advertising, using recruitment agencies or unsolicited applications, all applicants will be considered on the same criteria given in the job description, i.e. experience, academic achievements, and other relevant skills, such as languages, which are required in the job.

Existing staff members are eligible to apply for vacancies within PnP and will be assessed for their suitability on the same criteria as applicable for external applicants.

Casual Labour

In order to meet short term staffing requirement to carry out house keeping or related tasks, company is authorised to hire services of individuals as casual labour. Such arrangement does not fall within the purview of “employment” and hence are strictly to be agreed on a “casual basis” for a definite duration. In view of the nature being casual, no formal arrangement is expected for hiring such services.

Compensation can be agreed at a fixed sum per period (week/month) to be decided by the CEO based on normally accepted rates prevailing at the time of engagement. No additional benefits other than fixed sum are permissible for casual labour.

2.2 Appointment and recruitment of new employees

The recruitment of staff is carried out on project activity demand and organisational requirement. The recruitment process is undertaken by the Head Office and should be approved by the CEO. The job profile is drawn up by the Head office and serves as the basis for recruiting staff. The job profile should include the following elements:

- i. Title of the position
- ii. Short description of the project and general outline of the position within the framework of the project
- iii. Hierarchical level and reporting
- iv. Level of responsibility and decision making
- v. Principal tasks
- vi. Academic and Professional trainings
- vii. Requirements as regards to professional experience

2.3 Salary structure

The salary is based on local rates using market prices. In this respect the necessary information is obtained from other projects, partner organisations and development cooperation organisations. The gross salary is calculated on the following basis:

- A. Educational background
- B. Experiences – overall experience and specific job profile experience

- C. Requirement to the organisation
- D. Availability of such experts in the development sector
- E. Based on the tasks and responsibilities of the staff's functions
- F. Performance scale

2.4 Salary Policy for Employees of PnP

The salary policy complements and is an integral part of the Service Guidelines of PnP. The Salary Policy for all employees of PnP and its Projects in India are given below. It is mandatory to follow this Salary policy and any deviation from this policy would need prior written approval of CEO, PnP. In exceptional cases, the CEO with the approval of the Board of directors may fix the salary on a case to case basis. The same procedure is applicable in exceptional cases where the remuneration is paid on a monthly or annual lump sum basis.

2.5 Categories, Levels and Salary scale

The salary scale defines the salary range for each level with a lower and an upper limit. Each designation has five salary levels. This is inclusive of social costs like PF, medical insurance, bonus and gratuity. CTC per month is given. In specific cases of project locations, additional amount may be provided for house rent, telephone and travel expenses as lump sum or on a reimbursable basis. This is to be decided by the CEO on a case to case basis.

Classification: The level and the salary are fixed by the organisation at the time of appointment, based on:

Level: ToR of the employee and the level of responsibility, formal qualification, relevant work experience, prevailing market rate in the project locality and thematic area. In addition, 15-25% higher could be offered to candidates with exceptional experiences or qualifications or PhD.

Promotion to a higher salary level depends on:

- The duration of the same assignment with PnP (normally 2 - 3 years)
- The overall performance
- Increase in degree of responsibility (ToRs adjusted)

Staff

Level/Function	Min. Qualification	Desirable Years of Experience
CEO/CXO	PG Degree or Diploma	10+ years
VP	PG Degree or Diploma	10+ years
AVP	PG Degree or Diploma	7+ years
Sr. Manager	Graduate and above	5+ years
Manager	Graduate or Diploma	5+ years
Jr. Manager	Graduate or Diploma	N/A
Officer (Field or Cluster)	Diploma or higher	2+
Assistants (Field or Cluster)	10 th / 12 th standard or higher	N/A

Non-Staff

Level/Function	Min. Qualification	Desirable Years of Experience
Consultant Grade A	Professional degree	10+ years
Consultant Grade B	Graduate	7+ years
Consultant Grade C	Graduate	5+ years
Resource Person	Graduate	N/A
Community Resource Person	12 th Standard but not graduate	N/A