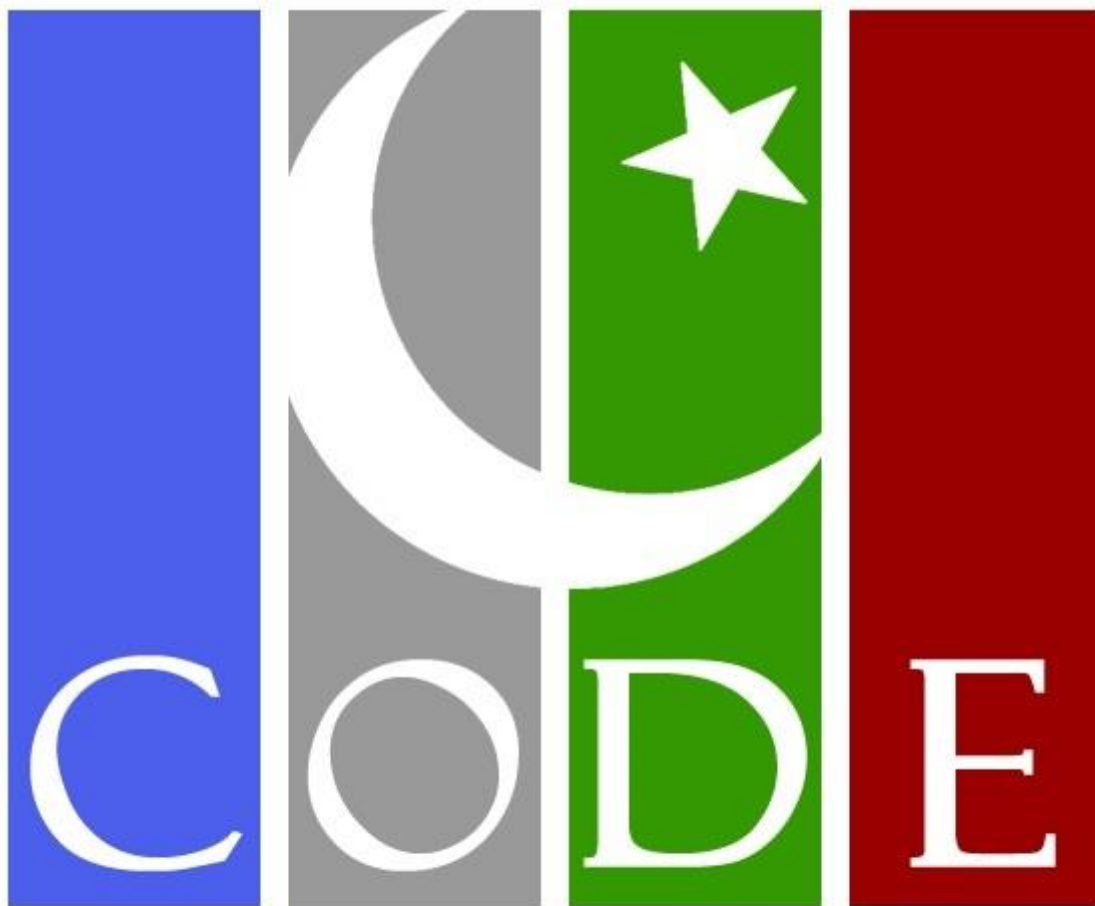


Human Resources Manual



CURSOR OF DEVELOPMENT
AND EDUCATION PAKISTAN

CODE PAKISTAN

2019

In the exercise of powers conferred upon it under Article 7(b) of the Constitution of CODE PAKISTAN, the Executive Committee in its meeting held on June 24, 2019, agreed on and unanimously assented to the following financial policy for the Organization. The meeting was attended by,

Signed by members of the Executive body, CODE PAKISTAN

S. No	Name	CNIC No	Signature
1.	Dilawar Khan	61101-8303883-9	
2.	Aarish Ullah Khan	17301-3456349-5	
3.	Ataullah Khan	15307-5727433-1	
4.	Saba Imran	61101-0113786-6	
5.	Mohsin Ali Turk	16202-0886262-5	
6.	Adnan Iqbal	61101-4959483-3	
7.	Usman Ali Shah	17301-1091724-7	

Foreword

This employee handbook is a summary of policies, procedures, and practices related to human resource management at CODE PAKISTAN.

The Executive Director of CODE PAKISTAN is accountable for leading an effective staff team and is thereby accountable for the development and implementation of the policies outlined in this manual. Managers are responsible for human resource management within their own staff teams and should reference this manual to ensure organizational consistency in the application of these practices.

The Manager Finance and Administration is responsible for maintaining the procedures and systems which support human resource management for the organization and is available to answer any questions or provide clarification on any content of this manual.

CODE PAKISTAN's benefits package, including the insurance and health plan, is coordinated through the finance department. Questions regarding the benefits package may be directed to the Manager Finance and Administration.

This manual will serve as a guiding framework that provides transparency in all that touches our daily life at our workplace while guiding us on our roles, responsibilities, and rights.

I am sure that this manual will serve as an important tool for a fair and transparent Admin and Finance/HR administration that will serve the vision of CODE PAKISTAN. I warmly appreciate the efforts of the CODE PAKISTAN team in bringing out this Manual.

Dilawar Khan

Founder CODE PAKISTAN

Introduction of CODE PAKISTAN, Type of Employment and working Environment Policies

About CODE PAKISTAN

CODE PAKISTAN is an effort to build an inclusive and prosperous Pakistan through development and education initiatives. Our special pledge is to groups that represent populations whose voices are least likely to be heard when development and education policies are made and resources apportioned. We plan to offer national and local level interventions in the fields of development and education based on grassroots level feedback and insights.

The stratified economic landscape of Pakistan demands development initiatives aimed at social equality. We plan to offer sustainable empowerment by engaging communities for developing their capacities in helping themselves. We, draw our mandate from the powerful definition of a not for profit being, *“to promote the public interest and serve the public good”*.

The education system in Pakistan is seen as a problem and the majority wants to do something about it. The compartmentalized education system of Pakistan is nurturing multiple narratives in society. Public schools with Urdu as the predominant medium of instruction and private schools with English, the education system in Pakistan remains divided.

The presence of thousands of madrasahs across the country adds to the polarization among the youth. This has stretched our social fabric and turned it into a blotting paper, where the extremist narrative is increasing the radical spot, drop by drop. This divide has decreased the level of youth engagement around their neighborhood and communities. The indifference to the problem is exacerbating the sense of deprivation among the youth of Pakistan. The ever-widening gap needs attention.

CODE PAKISTAN believes in understanding the value of peaceful co-existence and the benefits of a tolerant and inclusive society. It aspires to help the youth in recognizing the worth of living in a violence-free society where everyone is treated with respect and dignity and has equal opportunities to develop and activate his/her leadership abilities.

As an organization, our focus is to nurture youth leadership in Pakistan to enable them to get involved, inform others and speak out on the benefits of a peaceful, tolerant, and inclusive society.

Mission

To assist the urban and rural population in unlocking their potential through education and development initiatives.

Scope

Development

- To introduce a wide range of fund development techniques to help the local activists at rural levels to explore the impact of grassroots mobilization and strategic collaboration;
- To develop strategic communication methods for addressing key socio-economic and cultural issues with an objective to counter rising extremism and intolerance;
- To link rural communities with urban centers through interventions aided by modern technologies;
- To engage the militancy-affected population and help them with formal and informal assistance based on their fundamental rights;
- To work on countering violent extremism through advocacy with relevant stakeholders
- To break down barriers to women's economic growth, including supporting policies that create an enabling environment for women to gain access to finance.

Education

- To strengthen legal education in public law schools to encourage democratic practices such as due process, trial by jury, right to representation and a fair trial, the appeal process, and governmental responsibility;
- To encourage youth to participate in the development of Pakistan through youth education programs;
- To honor and commemorate the sacrifices of national heroes against extremism and terrorism in the schools of their native areas;
- To promote tolerance in Pakistani society by educating grass-roots stakeholders such as local school teachers, mosque imams, female religious leaders, landlords, women peace activists, and other key civil society members to highlight the importance of peace, diversity, tolerance, and kindness for the success of the nation;
- To educate the youth of Pakistan on the emerging 4G social media and its application for building a national consensus on peace and tolerance.

Women's Rights Initiatives

- To explore strategies to combat gender-based violence, support survivors of domestic violence, and identify mechanisms to empower women and girls;
- Identify key programs that empower women and girls including entrepreneurship, health, and education and also highlight structural discrimination women face in accessing education and development opportunities;
- To encourage the implementation of labor laws in the informal sector;

- To highlight causes behind gender disparity that includes lack of awareness, resource constraints, social barriers and limited accessibility to facilities.

Local Governance

- To engage in district development planning and propose new dimensions of local governance, development, and education;
- To initiate “Public Opinion Polls – POP” among the rural population on questions of economic and social importance. To engage local community organizations to explore the vital role of the non-profit sector in conducting such research;
- To facilitate grassroots educational activities that result in promoting honest, transparent, and fair practices in government and help increase government responsiveness, while decreasing instances of waste and abuse in conducting general elections;
- To highlight, through periodic reports, the importance of applying high standards of transparency and accountability in establishing long-term democratic and economic prosperity at district levels.

Media Education

- To assist vernacular press in examining the core issues that journalists face in reporting from conflict zones or on controversial issues;
- To work with Pakistani media – both electronic and print (including radio) – in generating national unity and in promoting the culture of tolerance;
- To support radio programs, which advance peace messaging, since radio is still a popular media form, particularly in rural parts of Pakistan and the tribal areas.

Engaging the International Community

To provide a forum for dialogue and engage key international partners to enhance bilateral relations to address regional issues.

1. Structure of CODE PAKISTAN

Executive Committee

The Executive Committee of the organization will be composed of the following office bearers and members.

1. President
2. Vice President
3. General Secretary
4. Joint Secretary
5. Finance Secretary
6. Press/Information Secretary
7. Office Secretary

Source of income/expenditure

Service charges, donations, and grants from local, national and international development agencies and donors.

2. CODE PAKISTAN Core Values:

1. CODE PAKISTAN takes personal responsibility for using its resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, to our beneficiaries.
2. CODE PAKISTAN is committed to improving the quality of everything we do for our beneficiaries.
3. CODE PAKISTAN is open to new ideas, embracing change, and taking disciplined risks to develop sustainable solutions for the matters in issue both on academic and administrative fronts.
4. CODE PAKISTAN aspires to live to the highest standards of personal honesty and behavior. we never compromise our reputation and always act in the best interest of the state and our beneficiaries, whether inland or abroad.
5. CODE PAKISTAN expects its employees to maintain a high standard of conduct and work performance to make sure that all activities help maintain its good reputation with government, donors, and beneficiaries. Good personal conduct contributes to a good work environment for all.
6. Providing opportunities for people to function as human beings rather than as resources in the productive process.
7. Providing opportunities for each member of the organization, as well as for the organization itself, to develop to their full potential.
8. Seeking to increase the effectiveness of the organization in terms of all of its goals.

9. Attempting to create an environment in which it is possible to find exciting and challenging work.
10. Providing opportunities for people in the organization to influence the way in which they relate to work, the organization, and the environment.
11. Treating each human being as a person with a complex set of needs, all of which are important to their work and their life.

Legislative Framework

CODE PAKISTAN abides by the laws of the land. No member of staff will be put in a position where they are required to carry out actions which would or might contravene the laws of the land.

3. Employment at CODE PAKISTAN

Equal opportunity policies

CODE PAKISTAN is an equal opportunity employer and employs personnel without regard to race, ancestry, place of origin, color, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or financial ability. While remaining alert and sensitive to the issue of fair and equitable treatment for all, CODE PAKISTAN has a special concern with the participation and advancement of members of three designated groups that have traditionally been disadvantaged in employment: women, visible minorities, and persons with disabilities.

Conflict of interest

Every person is entitled to hold an office of profit in CODE PAKISTAN, and claim compensation for the services that he/she renders. This is, however, subject to the approval of the majority members of the Executive Committee. To avoid putting themselves in a conflict of interest with the objectives and operations pursued by CODE PAKISTAN, all staff members will respect the following guidelines:

1. It is prohibited to use CODE PAKISTAN property for illegal or unauthorized purposes.
2. It is prohibited for CODE PAKISTAN employees having confidential information to disclose it without express authorization beforehand.
3. Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
4. Employees will avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
5. Employees cannot solicit or accept gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

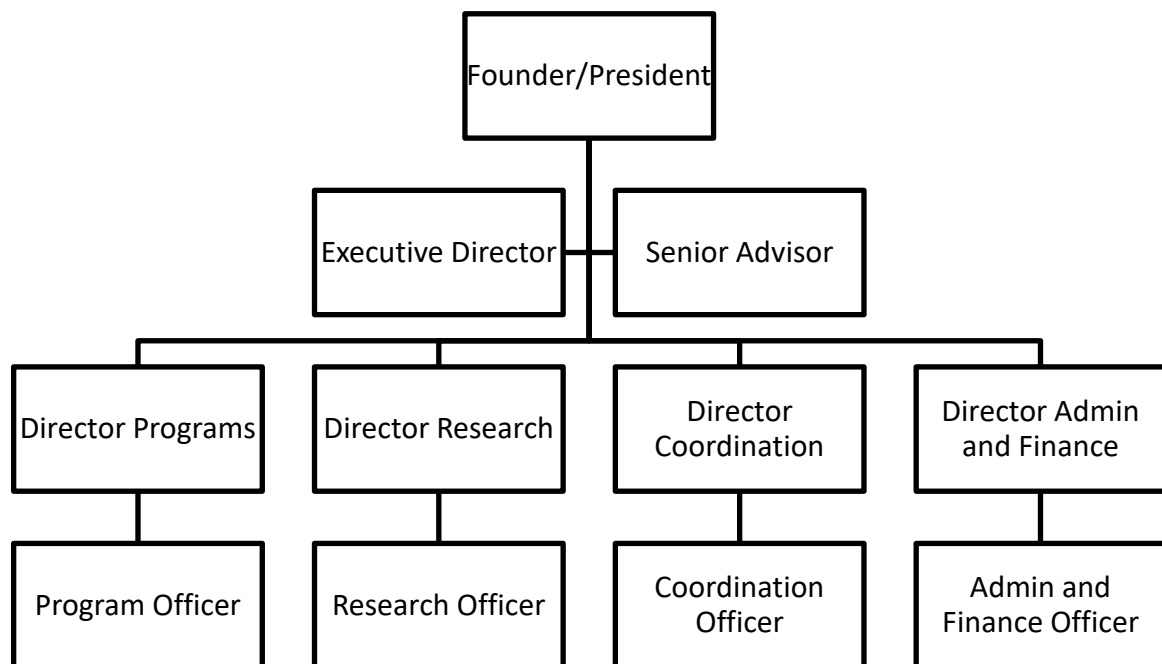
Internal Management through Directors

For its internal management, CODE PAKISTAN has the following structure of office bearers:

1. President/Chief Executive
2. Executive Director
3. Senior Advisor
4. Director Programmes
5. Director Research
6. Director Coordination
7. Director Finance and Administration

The Offices mentioned above are permanent in its nature but the staff members working against these positions are not permanent/regular employees of CODE PAKISTAN, for the purpose of salary and other financial benefits. Since CODE PAKISTAN is a non-profit organization and its main source of financing is a grant from national and international donor agencies for specified periods and based mainly on deliverables, personnel are hired and paid on a project to project basis, on contract, for the specified period. Besides permanent positions as mentioned above, CODE PAKISTAN also creates other positions based on the Human Resource requirement of the project. The number of positions mentioned below is dependent on the requirements of the project. Terms and conditions as well as the mode of payment of remuneration is fixed by mutual agreement and expressly mentioned in the contract of employment/appointment letter.

1. Research Associates
2. Program Officers
3. Coordination Officer
4. Administrative Assistant
5. Interns
6. Volunteers
7. Consultants



4. Recruitment and Termination

Merit, transparency, and fair play are the guiding principles for staffing and recruiting at CODE PAKISTAN. To ensure these basic objectives, CODE PAKISTAN will follow the following guidelines at the time of Recruitment of Staff.

- To ensure that there is fairness in all staffing decisions.
- To ensure equal employment opportunities.
- To ensure that the company attracts, recruits and retains the right people with the right competencies, at the right time.
- To ensure that the recruitment and selection take place against set and defined criteria.
- To ensure that as far as operationally possible all positions will first be advertised internally and subsequently externally, should suitably qualified candidates not be found internally.
- To facilitate, where operationally possible, that succession planning is in place.
- To ensure that the correct administrative processes are followed.
- To ensure that all new employees are orientated and familiarized with all relevant company benefits.
- To ensure that all new employees undergo a probationary period in a consistent and fair manner.
- To ensure that the best possible field of candidates is attracted to apply for vacant positions.
- To ensure that recruitment and selection are cost effective.

In achieving these objectives, the organization will uphold the rights of the individuals, as set out in the Constitution and comply with the laws and statutes regarding fair employment practices.

Recruitment Procedure

The following recruitment procedures will be used:

Appointment Authority

The Executive Committee of CODE PAKISTAN will be the appointing authority for recruitment of staff for CODE PAKISTAN. For every project, the Executive Committee will appoint a Project Director for the project period and an appointment/selection committee chaired by the Project Director. All appointments made will be duly approved by the Executive Committee, which will have the powers to reject any appointment recommended by the selection committee. The Project Director will appoint in consultation with the Executive Committee.

Notice of Vacant or New Positions

It is the responsibility of the Executive Committee to fill vacant positions as well as new positions against the project based budget. For all new positions, a job description will be established including the following elements:

- **Position summary**
- **Description of duties and responsibilities**
- **Conditions of work**
- **Qualifications**

However, a public notice clause would apply only in cases where the duration of the project is six months or above. For a project of less than six months' duration, the Executive Committee may employ staff on the basis of limited notice, without a public notice being proclaimed. For a short-term project, the Committee may also hire specialized staff on the basis of head hunting or collection of résumés of qualified candidates through the dissemination of information among partner organizations, other organizations of good repute, or other relevant stakeholders.

Advertisement

If applicable, the vacant positions will be advertised on the organization's website and social media pages or in a local and or national newspaper to seek appropriately qualified candidates. The advertisement will indicate a short introduction of CODE PAKISTAN and the given program/project, the position, minimum qualification, criteria, and work experience, base location, any specific condition and major areas of responsibility. It will have clear closing dates for the given vacancy and addresses (email/and or physical) to send applications.

Short Listing

Candidates' application should be received and shortlisted by the Admin and Finance/HR in conjunction with hiring committee OR related staff, Department or project head as announced by the Executive Committee of CODE PAKISTAN. Alternatively, the Admin and Finance/HR will appoint relevant delegates/committee for this task in consultation with the Chief Executive and hiring committee.

An interview panel with appropriate gender and diversity representation will be set up. Function and theme specialist (from CODE PAKISTAN or external if not available within CODE PAKISTAN) will be part of the panel.

Assessment Procedure:

The selection process will aim to assess the candidates' alignment with CODE PAKISTAN's values, attitude and behaviors, working style, and sensitivity for gender and diversity.

A written test will be held to understand and assess the person's knowledge, communication skills, and writing and analytical abilities if the Executive Committee so decides.

Interview

Candidates will be interviewed by a panel approved by Founder CODE PAKISTAN with mutual understanding with the donor agency. The team members already working or who have previously worked with CODE PAKISTAN will be given priority.

Recommendation by an interview panel

Based on the test (if conducted), interview, and academic qualifications, the interview panel will hand over the entire document with the comments sheet to the Admin and Finance/HR representative. The final selection will be made by the Executive Committee, Founder CODE PAKISTAN or designate.

Reference Check

The Interview panel along with the Admin and Finance/HR team would conduct a reference check for the candidates appearing in the merit list. For ensuring credibility of the candidate, he/she will be required to provide attested copies of all testimonials and acceptance and equivalence certificates from the Higher Education Commission of Pakistan. For the purpose of assessing and ascertaining personal conduct and ensuring that the candidate does not have a criminal background, he/she will be required to produce a certificate of good conduct from the police officer of the area to which he belongs and at least two good character certificates from two responsible persons, preferably gazetted officers of the Government of Pakistan. The selection/appointment committee may also ask for any additional requirements it may deem fit.

Job Offer

Once approved a written offer letter on the prescribed form and ID will be presented to the positional candidate which would include all information regarding the position title, monthly salary, the effective date of appointment, job descriptions and fringe benefits, etc. Job offer letter can be signed by project director or founder CODE PAKISTAN. The candidate will submit a written acceptance specifying the date of joining.

Personnel Requisition Form

A personnel requisition form (PRF) will be completed and submitted to the supervisor and then the founder CODE PAKISTAN for review and approval, along with the approved job description.

Contract

Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position. The interview panel along with the Admin and Finance/HR Team would verify that the candidate has met all the applicable deputation norms/ clearances, before the formal signing of the contract.

5. Orientation and Training

All new employees to CODE PAKISTAN will receive an orientation session, which will encompass an overview of general policies, procedures, and operations. This will also provide employees, new to either a position or CODE PAKISTAN, an opportunity to learn the performance expectations the management has with regard to the position in question. They will be given a copy of the Employee Handbook and will be expected to learn its contents. They will also be made aware of policies such as the Code of Ethics and asked to sign off on their adherence to the same. The employees would also be trained in monitoring and evaluation, reporting, whistleblowing, and necessary communication skills, especially in dealing with juveniles and vulnerable adults.

CODE PAKISTAN does not believe in unpaid internships, therefore, all the interns hired for a project will be hired for a minimum of three and maximum of six months and will be paid a minimum monthly stipend of PKR. 15,000. The interns so working with CODE PAKISTAN will take priority in seeking employment in future projects, provided they are qualified and fit for the position they have applied for.

Termination

The Executive Committee may terminate the services of any employee subject to a 30 days' prior notice.

Any employee may terminate the service contract by resignation, subject to a 30 days' prior notice.

On termination of the project, whether mature or premature, the services of project employees would automatically terminate.

Professionalism

When representing CODE PAKISTAN, staff should dress and behave appropriately. Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others.

6. Grievance Redressal

Grievances are part of every work environment and they need to be positively addressed and resolved. The objective of this policy is to define grievances, to establish processes to redress grievances and to identify and redress systemic flaws that lead to grievances.

Any employee, having any grievance, including harassment at workplace against any person related to CODE PAKISTAN in any capacity, may file a written complaint with the Executive Committee. The committee will then nominate an inquiry officer or a panel for inquiring into the matter. On basis of the finding of inquiry officer/panel, if any person is found guilty, he/she will be penalized for the guilt, which may include termination of services, fines, reduction in pay, or compensation to the aggrieved employee.

Note: Harassment includes sexual harassment and the definition of sexual harassment, as well as procedure as provided in the Protection against Harassment at Workplace Act, 2010, will *mutatus mutundis* apply.

7. CODE PAKISTAN – Indicative List of Misconducts

Following is the list of acts that would be considered as misconduct:

1. Striking work, whether individually or with others, in contravention of law, rule or enactment made from time to time and for the time being in force; or inciting another employee(s) while within the precincts of the organization or outside to strike work.
2. Theft, fraud or dishonesty in connection with the organization's business, property and/or money.
3. Taking or giving a bribe, or any illegal gratification whatsoever.
4. Assaulting or intimidating, abusing or insulting any employee or officer of the organization within the office premises or any act subversive of discipline.
5. Habitual negligence or neglect of duty, maligning, slowing down of work or sleeping on duty.
6. Drunkenness, gambling, fighting, and riotous, disorderly and indecent behavior or any act subversive of discipline in the office premises.
7. Smoking within the office premises in places where it is prohibited.
8. Refusal to work on a job on which he/ she is assigned.
9. Sabotage or willful damage to or loss of the organization's goods/ property.
10. Non-observance of safety measures or rules on the subject put up on the Notice Board, or interference with safety devices or fire-fighting equipment installed on the office premises.

11. Writing of anonymous, pseudo-anonymous letters criticizing the Management or any Officer or collecting signatures or collective representation during working hours.
12. Spreading false rumors or giving false information or making defamatory statements which tend to bring the Management or its Officers in disrepute.
13. Conviction in any Court of Law for any criminal offenses involving normal turpitude.
14. Habitual late attendance, wilful or habitual absence from duty without leave or without sufficient cause.
15. Leaving work without permission except in an emergency.
16. Unauthorized communication of official documents or information relating to the organization's operation.
17. Disregard of any operational or maintenance instructions or carelessness in operation and maintenance with regard to office equipment and other organization's property.
18. Entering or leaving or attempting to enter or leave the office premises except through usual authorized entrances or exits.
19. Collection or canvassing for collection of any money within the office premises without written permission of the Management or distributing or exhibiting in or about the office premises any newspaper, pamphlets, handbills, posters, or the like, without the written permission of the Management.
20. Giving false information regarding one's name, father's name, age, qualifications, previous services, address, etc. at the time of employment.
21. Holding meetings within the boundaries of the establishment or any of the premises owned by CODE PAKISTAN without the prior written sanction of the Management.
22. Unauthorized use of the CODE PAKISTAN's quarters or land.
23. Surrounding or forcibly detaining any employee of the Organization in the Organization's office premises.
24. Refusal to accept or reply to a charge sheet in the prescribed time.
25. Theft of another employee's property inside the premises of the Organization's office.
26. Disregard for sanitation in the Organization's Estate or Establishment and committing a nuisance by throwing rubbish, etc.
27. Carrying out money-lending or any other private business.
28. Obstruction in the work of other employees.
29. Abetment or attempt to commit any of the above acts of misconduct.
30. Adjudged insolvency not warranting the continuance of the Management's trust and confidence which the duties of the employee called for.
31. Breach of any law applicable to the employees.

Note: This is an indicative list and other acts/ conducts not listed here too may be deemed as misconduct by CODE PAKISTAN.

8. Staff Code of Conduct, Terms, and Conditions of Work, and Information Policy

Objective

In addition to other policies and procedures, this policy describes those terms and conditions of employment not addressed elsewhere in the Admin and Finance/HR Policy. This policy lays down the Broad Code of Conduct expected from all employees, conditions of work and procedures to handle official assets, workplace, and official communication.

Scope

This policy is applicable to all employees of CODE PAKISTAN and all other downstream partner organizations working under the supervision of CODE PAKISTAN.

Employee Code of Conduct

Personal Conduct

All employees are at all times ambassadors of the organization. As such, they have an obligation to conduct themselves in an honest and ethical manner both in private and public and act in the best interest of CODE PAKISTAN at all times. They are expected to demonstrate exemplary personal conduct through adherence to the following:

Gender Friendly and Inclusive:

CODE PAKISTAN is committed to being a gender friendly and socially inclusive workplace. It seeks to enhance equal opportunities for men and women of all caste, religion, and race without any discrimination including the differently abled. It strives to prevent/stop/redress sexual harassment at the workplace and institute good employment practices that promote inclusive work practices. All employees are expected to be gender sensitive and adopt non-discriminatory work practices, through their behavior, beliefs, values, and attitudes mainstreaming gender in the organization culture.

Sexual Harassment:

Sexual harassment includes unwelcome sexually determined behavior such as unwelcome physical contact; a demand or request for sexual favors; sexually colored remarks; showing pornography and/ or any other unwelcome physical, verbal or non-verbal conduct of a sexual nature. CODE PAKISTAN has a zero tolerance policy towards any incident of sexual harassment. It also has an open door policy for reporters of harassment and encourages employees to report any harassment concerns and is responsive to employee complaints about harassment or other unwelcome and

offensive conduct. Grievance Redressal Committees would be extremely sensitive while handling such grievances.

Discipline:

CODE PAKISTAN expects its employees to be disciplined and to display exemplary professional conduct and accountability. This is expected to be manifested in words and actions relating to attendance, timely and professional performance of work, in the management of funds and assets of the organization and in dealing with the people and stakeholders of the organization.

Relationship with external agencies/ stakeholders/ partners:

All employees will ensure that in their dealings with all external agencies, including suppliers, vendors, partners, etc. CODE PAKISTAN's interests are never compromised. Accepting gifts and presents of more than a nominal value, gratuity payments and other payments from suppliers, vendors, etc. will be viewed as a serious breach of discipline and would attract disciplinary action as per the Disciplinary Policy.

Outside Occupation:

An employee will not engage in any outside remunerative occupation, except with the permission of CODE PAKISTAN. All voluntary engagements, outside the realm of employment in CODE PAKISTAN, should be such that they do not lead to any conflict of interest or adversely affect the employee's performance in CODE PAKISTAN.

Legal Compliance:

All CODE PAKISTAN employees will comply fully with all applicable laws and regulations. Ensuring legal and regulatory compliance is the responsibility of the Founder, Executive Director. CODE PAKISTAN would not accept practices, which are unlawful or may be damaging to its reputation. All the concerned officials must satisfy themselves that sound and adequate arrangements exist to ensure that they comply with the legal and regulatory requirements. In the event the implication of any law is not clear, the Founder should seek legal advice before taking a decision.

Leading by Example:

It is expected that all senior employees set the professional tone for the organization. Through both their words and their actions, the organization's leadership conveys what is acceptable and unacceptable behavior. Through their actions and behavior, they must reinforce CODE PAKISTAN's beliefs in individual conviction and personal integrity.

Non-adherence:

Any instance of non-adherence to the Code of Conduct / any other observed unethical behavior on the part of any employee should be brought to the attention of the

immediate reporting authority/ unit heads, who will, in turn, report the same to the Admin and Finance/HR. The Founder would be the final authority to decide on such cases of non-adherence.

Office Hours

The working hours of CODE PAKISTAN will, in general, be from 09:00 a.m. to 5:00 p.m., with a half an hour break for lunch from Monday to Friday each week. However, the nature of work may require different working hours for different administrative units as well as different functional teams of the organizations. Hence office timings could be flexible for individuals and units.

Since Field Office Staff would be working with the communities directly, they may have to make field visits early morning and/ or late evening as per the convenience of the communities.

Drivers and Office Attendants are required to work as per the instruction of the official he/she is assigned to.

Pregnant women and lactating mothers may be allowed for flexible working time (with adjustment of their daily working time) for a specified period if they request so and after the approval of their Reporting Officer.

The Unit head will schedule and monitor work to avoid assigning tasks to female employees requiring to work after office hours/ late evenings or on a weekend/holiday unless there is any special or urgent work. In such cases, the unit head will ensure a safe return of a female employee after dusk from her duty station if she is asked to work beyond normal working hours.

Staff will not leave the office during working hours without the concurrence of the Reporting Officer.

All CODE PAKISTAN staff will be entitled to all public holidays authorized by the Government of Pakistan.

Personal Files and Records

CODE PAKISTAN will have up-to-date Personal Files of staff starting from the date of their appointment. These personal files will be maintained at the CODE PAKISTAN head office in Islamabad. It would be a preferable practice to maintain a copy of all personal records of all staff.

The personal file will contain the necessary information and documents (certificates, references, personal details, medical records, performance review and leave records,

etc.) with regard to the employment of the employee within CODE PAKISTAN. The personal file should be treated as a "confidential" document.

File Content

Each personnel file should contain the following information:

- Personnel File checklist
- Job Description
- Requisition for Staff form
- Detail change form (if applicable)
- Application form
- General Interview Guide
- Biographical Questionnaire
- Letter of Appointment
- Criminal/Credit Clearance form (if applicable)
- Reference check
- Copy of Identification document
- Medical Aid application form
- Employee Booklets received
- Performance Appraisals
- Other general information.
- Authority to have access and to read personal e-mails and to monitor internet access.

Access to Personal files and records:

These files will be made available to the Admin and Finance/HR staff in the course of their regular work relating to the subject and supervisors in the direct line of supervision over that employee, with exceptions authorized by the Founder. Employment Records and Personal Information may be disclosed to third parties only with the relevant individual's consent or pursuant to a legal authorization, such as a subpoena, court order or official written and verified request from a state or federal investigatory agency. All officials dealing with such records and documents should treat it with the utmost level of confidentiality and ensure that there is no accidental or deliberate disclosure of such personal information to any third party unless otherwise authorized, as above. Any deviation from this will attract disciplinary action.

Updating of Personal Records:

All such personal records will be periodically updated through the sharing of the documents with the employee. The updating will be done at least once a year, financial or calendar year, as may be decided by CODE PAKISTAN.

All personal records will be available for review by the employee concerned, at the request of the employee. Also, copies of the same may be provided to the employee at a cost, for their record and reference.

All such records may be disposed of as per the Records Management Policy of CODE PAKISTAN, but in a manner that ensures due care to the nature of its confidentiality.

Staff Attendance

It is the duty of all employees to report in time for work every official working day unless they are on tour, on leave, or sick.

All Staff must sign the attendance register daily on arrival. The attendance register would also be used to keep a record of employees' arrival, leave, absence, and official travel.

Failing to sign the attendance register will be treated as absence from duty unless appropriately informed. Employees when unable to report to work due to unavoidable circumstances should inform their departmental/ unit heads at the earliest possible on the same day.

The daily attendance register must be submitted to the person handling Administration at the end of the month. Reporting Officers will attest the attendance register within 30 minutes of the prescribed starting time of office hours.

Habitual tardiness and unauthorized absence will not be permitted and if it persists despite warnings, appropriate disciplinary action for such practice may be taken against that employee.

Work Place

CODE PAKISTAN recognizes that safe and hygienic atmosphere at the workplace is a precondition to motivate employees to work with CODE PAKISTAN. In order to ensure this, the organization, to the best of its ability, will take all measures to provide safe and hygienic upkeep of the office for employees.

Each employee has the responsibility to work safely and maintain the facilities in good condition.

Health and Safety:

CODE PAKISTAN attaches great importance to a healthy and safe work environment. It is committed to providing good physical working conditions and encourages high standards of hygiene and housekeeping. All unit heads will ensure that such working conditions are met.

Environment Policies:

CODE PAKISTAN believes that commitment to sustainable development is a key component of all its activities and programs and therefore accords it the highest priority. CODE PAKISTAN is committed to best practices in environmental matters arising out of its activities and expects each unit and staff to fully demonstrate this commitment.

All CODE PAKISTAN employees will abide by the established safety policies and immediately report any unsafe conditions or injuries during working time to their Department/ Unit heads.

Motorcycle riders (driver and passenger) are required to wear a safety helmet at all times when riding motorcycles. Wilful failure to use helmet during official travel will result in disciplinary action and also may result in the employee forfeiting medical and other benefits.

Office Assets

Any official asset assigned to the employees is the property of CODE PAKISTAN. The employee will be held responsible for the loss, damage or misuse of the official asset.

In case of loss or damage caused by external circumstances and not due to the negligence of the employee, a suitable decision regarding action against the employee may be taken by the Founder on a case-to-case basis.

Use of office phone for personal telephone calls should be avoided and restricted to emergency matters only and should not extend to social dialogue.

Use of Office Vehicle

CODE PAKISTAN vehicles, if any, will be used for official purposes only.

Only authorized employees who are assigned official vehicles and who have valid driving licenses will be allowed to drive CODE PAKISTAN vehicles. However, in exceptional cases due to emergency and if situation compels, CODE PAKISTAN officials with a valid driving license may be authorized to drive official vehicles.

All drivers will drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers will obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not CODE PAKISTAN. Driving under the influence of alcohol or drugs is considered a major infraction and will be subject to disciplinary action or outright dismissal.

All drivers and the motorcycle riders will strictly maintain log books in the prescribed format of CODE PAKISTAN vehicles.

Accidents

Any accidents or traffic violations by official vehicles must be reported to the office concerned immediately by the driver and the passengers.

If the driver is found guilty of a violation of traffic rules and violation of policies mentioned above, disciplinary action will be taken against him/her.

Identity Cards (ID cards)

CODE PAKISTAN will issue identity cards to all its employees. The ID cards will be issued (signed by the Founder or her/ his designated person) and managed by the Admin and Finance/HR department.

The employees will provide a receipt for the same. The identity card is CODE PAKISTAN property and is not transferable to others. In case of loss of the ID card, the employee concerned must immediately report it to the unit head. The unit head should write to the Admin and Finance/HR Department with a request to issue a duplicate ID card to the concerned employee. The cost of issuing a duplicate ID card would be borne by the employee.

9. Information Policy

Objective

This policy sets forth how internal information and Communication will take place within CODE PAKISTAN.

General Guidelines

The policy supports open, transparent, honest, respectful and timely two-way communication across the organization.

Internal information and communication will be provided through multiple channels – direct, electronic through emails, websites, and mobile communication or through consultations, employee surveys and other forms of engagement.

All employees (as supervisors or staff) are required to proactively seek and disseminate information to contribute to the goals of the organization and in relation to their work at CODE PAKISTAN.

Disclosure of Information

An employee of CODE PAKISTAN will, at all times, ensure absolute confidentiality of information obtained in the course of his / her work at CODE PAKISTAN. All such disclosure will be to authorized personnel only. In case of doubt, the employee will seek clarification from the reporting officer or the Head of Admin and Finance/HR.

An employee is prohibited from making use of any unpublished or confidential information made known to her/him in the normal course of her/his work within the organization for any purpose other than her/his normal duties.

An employee will obtain prior approval from the CEO in writing for any publication of any book or article or any other work, subject matter of which is connected to the official functions of the organization.

An employee will not release any information to media and/or be involved in an interview with media without the explicit approval of the Founder of CODE PAKISTAN. All communication to external agencies will be undertaken only with the explicit approval of the reporting officer or the Founder of CODE PAKISTAN.

10. Channel of Communication

Reports or any submissions to the senior management or to outside parties for official business should be made through the immediate supervisory officer unless explicit approval has been obtained from the CEO to deviate from the normal channel. Correspondence must follow the norms and standards as laid down.

Letters

All letters received must be marked when received with a date and time stamp by the dispatch/receive desk.

Official letters/communication from CODE PAKISTAN to external agencies may be done by the Founder or the nominated officers only. If any other staff member needs to issue a letter/fax, the relevant officer should initial these communiqués on the office copy, before it is sent out. A minimum of one copy needs to be kept in the Office File. As far as possible standard paper, fonts, color, etc. should be used for all external communication.

There should a filing system where every file should have a subject code and all related letters to that subject must contain that code so as to help in locating reference letters whenever required.

Signatory

All letters must be approved/signed by the relevant authorized personnel as delegated by the founder from time to time.

Faxes

- All faxes should be replied to (if warranted) within 24 hours of receipt.
- Outgoing faxes should be filed in the relevant project file together with the Sending-Receipt.
- All faxes must be sent with a Fax Cover as given in standard fax cover sheet.

- If the fax is short or informal, the message should be written on the Cover Sheet itself.
- Once a fax is sent, a delivery notice must be attached to the original fax (or copy if the original is sent by post) and then filed in a project folder.
- All faxes must include the disclaimer notice.

E-mail

- All e-mails should be acknowledged within the course of the business day if received within normal business hours. If e-mail is received after working hours, it is deemed to have been received the next working day.
- Employees would use the auto-reply function when out of the office for a length of time that would prevent adherence to the policy (i.e. training days, leave, etc.). Alternatively, the employee should allow access to their inboxes to another staff member for review and supervision.
- All important e-mails (e.g., those which announce a change in rules/policies grant/seek approval or authorizes action in any way) should be printed and filed.
- The signature must be added in the format as given in standard e-mail signatory.
- All e-mails must include the standard disclaimer notice like the recipient must check each email for viruses and that CODE PAKISTAN cannot be held liable for any transmitted viruses.
- Employees are expressly required not to make defamatory statements.
- Internal emails should be used only for disseminating information such as schedules, guidelines, policy updates, and other fact-based messages.
- Abbreviations such as BTW (by the way) and LOL (laugh out loud) and emoticons should not be used in official emails.
- Emails should not be written using CAPITAL LETTERS.
- Emails should not be used for forwarding chain letters and virus hoaxes.
- Emails should not be used to disclose confidential, controversial and personal information.
- Sharing official passwords, stealing others' passwords or using other's mail account is strictly prohibited and disciplinary action may be initiated against such persons.
- Using official mail ID's for sending personal messages is prohibited.

Confidentiality Warning in the use of email:

This message and any attachments intended only for the use of the intended recipient(s) is confidential and may be privileged. You are hereby notified that any review, retransmission, conversion to hard copy, copying, circulation or other use of this message and any attachments is strictly prohibited. If you are not the intended

recipient, please notify the sender immediately by return email and delete this message and any attachments from your system.

11. Leaves, Departing, and Staff Training and Development Policies

Leave

An application for leave is to be submitted for any period during which an employee is not at work, irrespective of nature thereof and the level of occupation. Properly completed application forms must, where possible, be submitted as follows: all staff members will be entitled to monthly casual leaves for two days and other long leave for a maximum of five days. Project director of the respective project will sanction leave of the employee. No employee will be entitled to paid leave for more than five days unless the Executive Committee, for sufficient reasons, sanctions it.

Reporting of Absence (Unplanned absence)

It is the employee's responsibility to inform the project director or his/her immediate supervisor verbally (personally or telephonically) of any unplanned leave (including sick leave). Verbal notification should be given prior to the commencement of the employees shift or as soon as possible if the employee is not capable.

12. Employees Training and Development

CODE PAKISTAN recognizes the mutual benefit achieved through employee development and is committed to ongoing training and development of its employees.

Training and Development

Policy Statement

CODE PAKISTAN believes that its employees form the cornerstone of its competitiveness in the marketplace. It, therefore, adopts a policy of giving priority to the training and development of its staff, within the parameters of what is feasible and sensible in the context of resource deployment requirements. It will set out to identify and assess the potential of staff, to match it with the requirements of the company and to afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects within the organization.

Objectives

- To encourage and promote access to appropriate training and development opportunities, which develop specific and transferable skills for current and future jobs, tasks, and roles.
- To provide and maintain a work environment which encourages and assists staff to identify their individual current and future career goals and contributes to their personal development.

- To facilitate consultation, communication, and co-operation between managers/supervisors and staff in identifying and addressing individual and group training and development needs.
- To provide and maintain the skills and knowledge necessary for effective work performance in order to facilitate the attainment of the organization's goals.
- Develop, facilitate and present relevant training programs at a uniformly high standard.
- Administer training programs in a manner that promotes employee morale, provides fair and equitable treatment and provides safe and healthy working conditions for all employees.

Fees and Payment

In-house programs are conducted without charge to the attendee.

Cancellation Policy

Employees who have been scheduled to attend trainings and are unable to attend must notify the person who coordinated the training in writing at least three working days in advance. Should this procedure not be adhered to, the employee may be charged for the cost already incurred by the company.

Pre-Assessment

Wherever possible, a pre-assessment evaluation should be completed to identify the specific training needs of the employee.

Post-Assessment

In order to assess the transfer of skills, knowledge and the integration of employees in the work environment, a post-assessment should be completed wherever possible, which would assist in monitoring continued employee development.

Records

Records will be kept of all staff members who have attended trainings and the type of courses they have attended. The Unit/Department Manager is responsible to keep a training record of all trainings done in the unit. The Performa issued by the Admin and Finance/HR Department is the only acceptable format that may be used. This record must be kept for at least five (5) years.

Needs Analysis

An ongoing process of identifying training needs will be conducted by the Admin and Finance/HR Department in conjunction with the Line Manager.

13. Certificate of Service

All employees leaving CODE PAKISTAN, for whatever reason, will receive a Certificate of Service detailing the following:

- Name
- Job Title
- Date of Employment
- Salary at the date of leaving
- Reason for leaving (at employee's request)

This Certificate of Service is generated by the Human Resources Department and should be issued to the employee on their last working day.

Under no circumstances may a Certificate of Service be denied to a departing employee.

References

Where an employee leaves CODE PAKISTAN, a Certificate of Service (as above) will be issued.

To safeguard the organization and its employees against indemnity claims, no additional information or any other document pertaining to a person's employment may be issued.

In the event that a Manager wishes to give some form of additional reference, it must be in a personal capacity. The reference given must be factual and may be given verbally or in writing. Written references may not be given on company letterheads.

14. Whistleblowing

CODE PAKISTAN ensures and promotes transparency, impartiality, accountability and observance of the code of conduct and ethics at each organizational level and accordingly encourages whistleblowing against frauds, corruption, bribery, harassment and all forms of illegal and irregular practices.

Protection of Whistleblowers

No officer, director, or employee may take any action that is harmful to an employee, or discharge, demote, suspend, threaten, harass or in any manner discriminate against an employee in the terms and conditions of employment because of any lawful act done by the employee:

1. To report any matter that the employee reasonably believes must be reported under this Policy;

2. To provide information, or otherwise assist in an investigation regarding any conduct which the employee reasonably believes constitutes a violation of applicable law or corruption when the investigation is brought by a governmental, regulatory, or law enforcement officer, a person with supervisory authority over the employee, or such other person working for the organization who has the authority to investigate, discover, or terminate improper conduct.

Any employee who has reason to believe that he or she has been subject to retaliation for making a report or participating in an investigation under this policy must immediately report such alleged retaliation. Any employee who retaliates against another employee for making a report or participating in an investigation under this policy will be subject to disciplinary action, up to and including termination of employment.

15. Fraud and Corruption.

Fraud means 'dishonestly obtaining a benefit, or causing a loss, by deception or other means' as defined in Pakistan Penal Code or any other law for the time being in force. This definition extends beyond the legal definition of fraud to include benefits obtained that can be both tangible and intangible. It thus encompasses activities or behaviors broader than the misuse or misappropriation of monies or assets. Examples of fraud include:

- Misappropriation of funds
- Altering documents
- Falsifying signatures
- Misuse of CODE PAKISTAN assets
- Providing false information to CODE PAKISTAN
- Unauthorized disclosure of confidential information
- Theft of funds or assets
- Bias, cronyism or nepotism

Bribery means the offering, promising, giving, accepting or soliciting of money, gifts or other advantage as an inducement to do something that is illegal, where a payment is not legitimately due, where it is offered with the intention of influencing a person in the exercise of their duties, or where it is a breach of trust in the course of carrying out an organization's activities.

Corruption means the misuse of entrusted power for private gain.

Policy Guidelines

It is CODE PAKISTAN's policy not to be a party to any deals of any kind obtained by means of the payment or receiving of bribes or of any form of fraud, corruption or coercion. CODE PAKISTAN will engage a rigorous process of organizational and project management to ensure transparency and accountability in its dealings with other parties.

The CODE PAKISTAN Executive Committee encourages the use of reporting processes for the safe and swift reporting of suspicion or evidence of wrongdoing involving any project, activity or personnel. The Committee will take prompt corrective action as considered appropriate.

If fraud is detected or suspected, the members, staff, volunteers, project partners, and consultants are responsible for timely reporting to the CEO or the Executive Committee. CODE PAKISTAN's preference is to receive reporting on fraud in writing or by email. If the complaint is made orally, it will be recorded in writing. All cases of fraud and corruption will be handled in a confidential, prompt and professional manner.

Where fraud or corruption is alleged, suspected or detected, CODE PAKISTAN will:

- Promptly investigate the matter;
- Report detected or attempted fraud or corruption to the donor agency and also involve it in the process of investigation, for its satisfaction;
- Seek the recovery of misappropriated funds or assets and the application of appropriate penalties wherever possible;
- Seek prosecution of offenders wherever possible and appropriate.

16. Risk Management

Introduction

We define Risk as "the chance of something happening that will have an impact on the achievement of desired objectives of the organization." Being an essential tool for good governance inside the Organization and effective control of the activities on the field, CODE PAKISTAN is cognizant of the principles of risk anticipation, assessment, and management at an appropriate level. CODE PAKISTAN thus considers risk management as an integral part of its strategic planning, decision-making, and resource allocation. This document, therefore, provides for the risk management policy, framework, and various risk management tools and processes.

Policy framework

1. CODE PAKISTAN considers risk management as an effective tool for good governance at all levels and the purpose of this policy thus is to provide a safeguard against poor decision-making, deal and mitigate the anticipated risks at all levels of the project activity and ensure effective delivery of service to all the stakeholders.
2. The key messages are:
 - I. Management of risk is the concern of everyone;
 - II. Management of risk is part of normal day to day business; and
 - III. The process for managing risk is logical and systematic and should be implemented on a routine basis and integrated with service delivery.
3. CODE PAKISTAN will ensure that risk management is an integral and on-going part of its management process. It should be as simple and straightforward as possible and that structures and responsibilities in terms of risk management are clearly defined.
4. CODE PAKISTAN will ensure to determine an appropriate method for addressing identified risks, repeat the process of risk identification on an appropriate periodic basis, assess identified risks on an appropriate periodic basis and provide for monitoring and reporting at various levels of management.
5. The policy regarding risk management applies to all CODE PAKISTAN staff, including interns, volunteers, consultants, and sub-contractors, if any, in any setting and at any place where support and/or services are provided.
6. In order to manage risk on an integrated basis i.e. inclusive of all risks whether to do with the management or service delivery processes, the following have been identified as risk areas to be addressed:
 - Risk of Injury to Service User/Staff/Public
 - Service User Experience Risks
 - Compliance with Standards (Statutory, Clinical, Professional, and Management) Risks
 - Objective and Project risks
 - Fraud and Corruption
 - Business Continuity Risks
 - Adverse Publicity/Reputational Risks

- Financial Loss Risks
 - Environmental Risks
7. CODE PAKISTAN is committed to implementing an organizational philosophy that ensures risk management as an integral part of its communal objectives, plans, and management systems.
 8. The following factors are considered essential for the successful implementation of a risk management strategy:
 - Board and management understanding and commitment to risk management.
 - Alignment to the organization's objectives.
 - Embedded into day to day processes.
 - Integrated management of risk, incorporating clinical, non-clinical, and financial risks.
 - Employees and management partnership in risk management processes with clear communication channels.
 - Preventive maintenance of risk management processes is applied to strategic and operational risks and the management of facilities, estates, amenities, and equipment.
 - Structured mechanisms in place to monitor and review the effectiveness of risk management strategies, plans, and processes.
 - All incidents are immediately reported, categorized by their consequences and investigated to determine system failures, using an organizational learning approach.
 - Systems of work are designed to reduce the likelihood of harm occurring.
 - Safe systems of work are in place to ensure the safety of clients, staff, and the public.
 9. CODE PAKISTAN is committed to the protection and wellbeing of its employees and all other stakeholders and beneficiaries whom it supports, by demonstrating openness and transparency in all matters relating to management and legislative compliance.
 10. CODE PAKISTAN is committed to promoting a culture of Risk Management based on a practical application of best practices and to have in place the necessary structures, processes, training, information systems and communication mechanisms to ensure that this is achieved, along with, where necessary, financial and other resources.

11. CODE PAKISTAN seeks the commitment of all staff in supporting this initiative. To this end, CODE PAKISTAN promotes an environment within which individuals/groups are encouraged to identify hazards and risks and report adverse events promptly within the framework of a positive and supportive culture which seeks to apportion blame fairly.
12. CODE PAKISTAN relies on the following organizational structural framework for supporting and promoting risk management initiatives:
 - Executive Committee
 - Internal/Project Management
 - Audit
 - Admin, Finance, and Human Resources
 - Monitoring and Evaluation
13. A Risk register/ database from the 'Bottom Up' will be maintained for capturing all the risk information at every level of management and project activities, serving the Executive Committee for monitoring and management of the risk environment.
14. The risk register will be the primary tool for risk tracking, containing the overall system of risks and the status of any risk mitigation actions. Needless to hold that the project management and Executive Committee will promptly respond through an operational risk management approach, to every information recorded in the database/register.
15. The Executive committee will consistently and regularly monitor and review the risk database and all other reports furnished by the audit, finance, Admin and Finance/HR and M&E branches of the organization and apply mitigating techniques on case to case basis.
16. The Risk Management Process will be based on a standardized approach to the identification, analysis, evaluation, treatment, communication, and monitoring of risk. All services will use this standardized approach and record the outcome. The Risk Register/database will be collated at key organizational levels allowing for risks to be managed at the most appropriate level in the organization, i.e., risks that fall outside the control of a line manager may be escalated to the appropriate level of management. It is essential that action plans for the risks contained in the Risk Register are identified and an action person assigned. These risk registers must be under active consideration and be the subject of regular review.