



Staff Service Regulations, 1995

Staff Performance Review

Gender Policy



UNNATI

Organisation for Development Education

UNNATI

ORGANISATION FOR DEVELOPMENT EDUCATION

STAFF SERVICE REGULATIONS, 1995

(Latest changes are approved in the Executive Council held on September 27, 2021)
(Effective from 01-11-2021)

UNNATI Organisation for Development Education is a voluntary non-profit organisation. It was set up in 1990 to provide educational support to development initiatives. Currently UNNATI works on the themes of social inclusion and empowerment, civic leadership and governance and disaster risk reduction. It is a mission driven organisation and expects the staff to be committed to the mission. It values the contribution of the staff in achieving the stated mission. The aim is to create a work culture, which provides a sense of fulfilment to the fellow colleagues. The Staff Service Regulations have been created to ensure a fair, just and gender sensitive working environment as well as to maintain discipline in the organisation.

VISION

Citizen uphold the principles of democracy, social inclusion, equality before law and equitably share common resources.

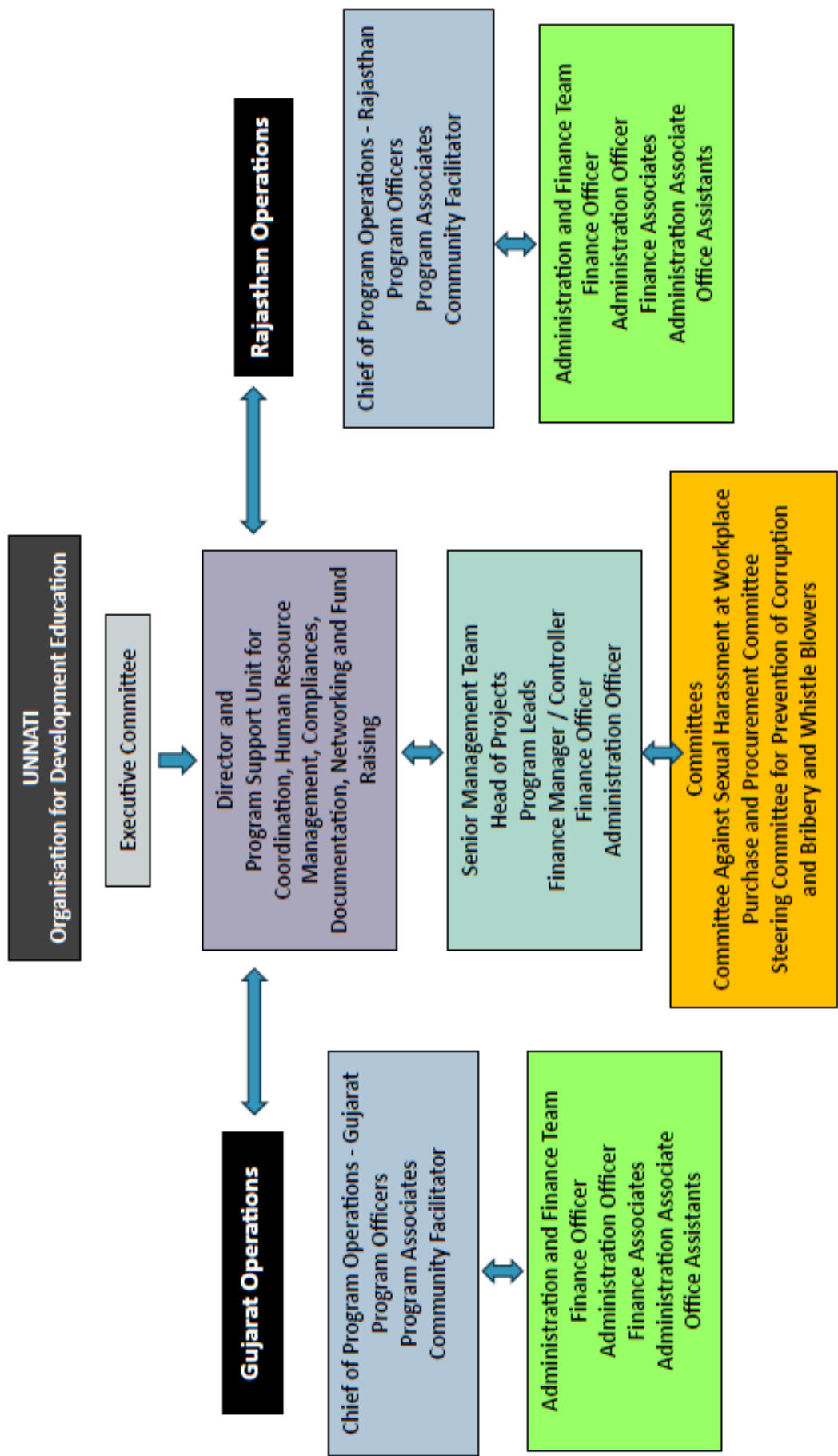
MISSION

The vulnerable sections of our society, particularly the Dalits, tribal, women and persons with disabilities are empowered to participate in the mainstream governance, development and the decision-making process effectively and decisively.

STRATEGY

- i. The participatory principles guide our strategy. Social inclusion, gender justice, equity, decentralisation, community resilience and climate justice are some of the guiding concepts for our action.
- ii. It is understood that in India the public programs (government schemes, projects and missions) are fairly well endowed, targeted and have potential to bring changes. These public programs can be made further effective and ensure the reach to the last mile, when people's organisations (CBOs) and Gram Panchayats are mobilised to leverage the resources of the public programs with local plans, implementation with people's participation, transparency and accountability.
- iii. Along with empowerment of citizen for demanding their entitlements, the service providers, including the government agencies are enabled to deliver in effective, transparent and accountable manner.
- iv. We work in partnership - partnership with Community Based Organisations, Civil Society Organizations, local decentralized governing institutions like Panchayati Raj Institutions (PRIs) and Nagar Palikas (Municipalities), government organizations, academic institutions and developmental initiatives of Corporate Houses.
- v. The experience and learning gained from the grass-root initiatives are systematically translated into articulation of issues, refinement of participatory methods and tools, training modules and materials to maintain as a learning organisation.

ORGANOGRAM



STAFF SERVICE REGULATIONS

1. These regulations may be called UNNATI Organisation for Development Education Staff Service Regulations, 2014 (From time to time separate service regulations are published for special projects)
2. These regulations shall apply to all persons employed by UNNATI Organisation for Development Education, on permanent and on project-based appointments. Where rules differ for permanent and project-based staff, these have been mentioned separately under the respective heads. At places where the term 'all employees/staff' has been used, it implies that the rule is applicable to both permanent and project staff. (The Director, Unnati is authorised to issue separate service rule for specific category of staff for certain projects as deemed necessary.)
3. These regulations will come into force from April 2014 and amended time to time and will remain in force until further notification.
4. These regulations supersede all earlier service regulations.
5. The Director will execute the service regulations. (Director means the person appointed by the Governing Council to hold the office of the Director of UNNATI Organisation for Development Education).
6. **A.** All appointments will be made by the Director with authority delegated to her/him by the Governing Council. Anyone who has not been appointed by the Director or nominee will not be considered as staff of the organisation.
B. Appointments to the posts of UNNATI may be made by direct recruitment or promotion from existing employees on merit or by deputation from other institutions or organisations.
7. **There will be two kinds of employees**
 - A. Permanent employees
 - B. Project (temporary) employees

A. Permanent employee means one who is appointed on a permanent basis by the Appointing Authority after completion of at least one year of probation period and has been confirmed in writing by the Appointing Authority.

B. Project (temporary) employee means one who has been appointed for a fixed period to work for a specified assignment either full time or part time.
8. Director has the right to involve experts, consultants, part time persons and students in different activities of UNNATI by making separate terms and conditions. Separate rules for part-time staff, on contractual basis, will be made on a case-to-case basis.
9. **Retirement**

The age for retirement of the employees shall be on completion of 60 years.

10. Remuneration

10.1 Service Classification and Pay Scales-Basic (in Indian Rupees) w.e.f. April 1, 2025

Program:

Sr. No.	Category	Consolidate	Scale	Grade
A.	Community Facilitator	15,000 – 22,000	10,750 – 16,000	I
B.	Program Associate	25,000 – 35,000	17,500 – 25,000	II
C.	Program Officer (Implementation, Research and Training)	40,000 – 67,000	28,000 – 48,000	II
D.	Senior Program Officer / Program Executive (Implementation, Research and Training)	56,000 – 84,000	40,000 – 60,000	III
E.	Chief of Program Operations and equivalent	90,000 – 1,68,000	65,000 – 1,20,000	IV

Administration and Finance:

Sr. No.	Category	Consolidate	Scale	Grade
A.	Office Assistant-I	15,000 – 22,000	10,750 – 16,000	I
B.	Office Assistant-II	21,000 – 28,000	15,000 – 20,000	I
C.	Admin Associate Finance Associate	21,000 – 35,000	15,000 – 25,000	II
D.	Admin/Finance Officer	38,500 – 63,000	27,500 – 45,000	II
E.	Finance Manager / Finance Controller	84,000 – 1,40,000	60,000 – 1,00,000	III

10.2 Allowance, Provident Fund and Gratuity

All staff will be paid additional 40% allowance on the basic salary. The staff below the total salary of Rs.15000/- will be covered under contributory Provident Fund and for which management will contribute 12% of the salary. All permanent employees will be covered under the Payment of Gratuity Act 1972. The management holds the right to appoint project staff on fix time period with consolidated salary. As and when required the Director can make provision of additional monthly allowances for certain positions.

10.3 Reimbursement of Allowance

All staff members will be entitled to 40% allowance of the basic salary. This 40% allowance is for house rent, reimbursement of medical bills, Conveyance expenses. For permanent staff encashment of leave is considered once in four years.

10.4 Tax Deduction

As the management has to deduct taxes of the employees, the staff has to submit their tax plan savings details and reimbursement claim by writing latest by the beginning of the financial year (April 15) to the Finance Unit. Otherwise salary and compensatory salaries will be considered as fully taxable and appropriate deduction will be made.

10.5 Additional Allowance for Special Posting/Additional Responsibilities

The Director is authorised to make provision of additional allowance for the staff who have been deputed to difficult/inconvenient locations or have been given additional responsibility along with their regular work for a specific period of time.

11. Induction

All new staff shall go through an induction programme which will be coordinated by the respective Programme Coordinator (Project in-charge), Chief of Program Operations and HR

In-charge. The purpose of the induction will be to acquaint the new member(s) with the organisation's mission, vision, structure, culture and philosophy; the team with which s/he will be associated; various functions and programmes of the organisation and the tasks performed by people at different levels. A separate note is available on the induction process. It shall be the responsibility of the Programme Coordinator to ensure that adequate on-going support and guidance is provided to a newly appointed staff with a view to facilitating his/her performance.

12. Policy for Protection and Action against Sexual Harassment

The Gender Sensitivity and Equity Committee (GSEC) formed in all offices must meet once in 3 months and maintain record of the minutes. The proceedings of these meetings should be shared with the Central GSEC Committee. Although as per the Supreme Court Directive, these committees are formed primarily to address any complaints pertaining to sexual harassment; it is advised that the Committees in all the offices also play an educative role in addressing gender issues.

13. General Conditions of Service

13.1 Days and Hours of Work

UNNATI shall work six days in a week. A full working day will ordinarily have eight working hours, from 10.00 am to 6.00 pm. This will include lunch break of 30 minutes only. Employees may avail of flexi timing and work from 9:00 am to 5:00 pm or 9.30 am to 5.30 pm with prior permission from the Director and intimation in writing to the administrative department.

The hours of work for each duty station will take into account the nature of work, the local working practices and requirements of the office. For example, a field office can fix up the timing from 8.30 am to 1.30 pm and 4.00 pm to 7.00 pm. This time does not include lunch break. Such a system needs to be approved by the Director in writing.

Under exceptional circumstances, where women staff is required to work late, it shall be the responsibility of the Senior Management to ensure that they reach their residence safely escorted.

13.2 Attendance (Amended from 1st September 2022)

In each office an attendance register is maintained. It is mandatory for all staff members to sign the register and enter the time while attending and leaving the office. If any staff member habitually arrives late or leaves early, it is considered as neglect of work and will attract penalty provisions.

- During the month one can avail 2 hours on two occasions (late arrival, leaving early or in between) for attending personal requirements.
- Only two late arrival up to 30 minutes are permitted.
- For delay in arrival up to 30 minutes for three days in a month ½ CL will be deducted and for five delays 1 CL will be deducted.
- More than five delays up to 30 minutes excluding the 2 hour provision will be treated as gross indiscipline/ misconduct/ habitual breach of service regulation. (see Section 30)
- From the sixth incident of coming late, on each occasion ½ CL will be deducted.
- When the staff are returning late from the field (after 8.00 pm), on the subsequent date their coming reasonably late (one hour) to office is justifiable. Arrival time from the field shall be entered in the attendance.

In the attendance register appropriate marking must be entered when a staff member is availing Casual Leave (CL), Earned Leave (EL) and Restricted Holiday (RH), Travel on Duty (ToD).

It will be the duty of the respective Line Managers of the different office locations of UNNATI to ensure that the attendance register of their staff is maintained and monitored. Line Managers must themselves comply with the rules and serve as role models. All the field centres shall also be required to maintain their attendance records which shall be monitored by the respective team managers. Every month leave record of the staff must be sent to the Administration by the respective office in charge (Coordinator, Manager) on the last day of the month to enable preparation of salary bills.

13.3 Daily Morning Assembly

It is mandatory for all offices to conduct a morning assembly at the beginning of the day—this can be used as a platform for exchange among team members about their movement, planned events, travel plan, highlights of meetings/workshops attended and any other sharing of information that can facilitate improved functioning of programmes. The duration of the assembly should not exceed 10 minutes. The assembly may start with an all religion prayer.

13.4 Movement

If a staff member leaves the office premises for either personal or official purposes during office hours then he/she has to record the timings and purpose in the movement register.

13.5 Guidelines for Dress

UNNATI has no prescribed dress code. However, some basic guidelines need to be followed as the staff is expected to interact with people from the community, NGOs, donor agencies and government officials. Appropriate clothing in line with the culture and values of the region need to be used - for example, women may wear *salwar-kurta/saree* and men may wear pant and shirt or *kurta-pyjama*. Care must be taken not to wear fancy, tight fitting, transparent and flashy clothes or accessories.

13.6 Special Contract for Special Needs

In case a staff member has a special need (child appearing for a Board exam, needs to go for short regular medical treatment, etc.) which is making it difficult for her/him to adhere to the existing time schedules, a special contract may be worked out with her/him for a short period. This contract should include the altered terms and conditions including any change in the existing roles and responsibilities as well as the revised salary package. This arrangement can be made for short periods ensuring continuity of job for the person, enabling her/him to work out a balance between personal and professional responsibilities. Such requests should be recorded and brought to the notice of the Director by the concerned Programme Coordinators for approval.

13.7 Holidays

At the beginning of each financial year, the Director will notify the public holidays to be observed during the year. This will include 10 holidays and 2 restricted holidays (RH)

14. Leave Facilities

14.1 General

Leave records shall be administered and maintained by the nominated/appointed administrative functionary of the office concerned. This person would be responsible for proper maintenance of the leave records in accordance with the relevant provisions as well as the guidelines issued from time to time. Leave at any given time cannot be claimed as of right. When the exigencies of UNNATI so require, leave of any kind may be refused or revoked or postponed in the interest of the organisation.

14.2 Casual Leave

For all staff, casual leave (CL) up to 12 days during the financial year (April-March) can be granted. Not more than 2 days casual leave at a time may be allowed to an employee and it cannot be clubbed with any other kind of leave. Any casual leave not availed during the year will not be carried forward to the succeeding years.

14.3 Earned Leave

Earned Leave (EL) shall be admissible for 18 days for every completed year of service. Earned Leave (EL) can be taken in two to three segments in the entire year. Sundays or holidays falling in between the period of earned leave availed by a staff shall not be treated as leave. Earned leave should be applied for in writing, normally at least one month in advance in consultation with the Director/ CPO/PC /FM with a view to ensure that work does not suffer. Employees must leave the contact numbers and address where they could be contacted while on leave. Annually maximum up to 8 days of EL will be carried forward.

Up to 45 days of leave can be accumulated. (Such leave can be of use at the time of illness, marriage, child rearing etc.) Leave encashment can only be permitted up to a maximum of 30 days at the rate of basic salary, provided the staff member has completed a minimum of 3 years of service. For the project staff, the balance EL maximum up to 8 days can only be carried forward if there is a continuation of service. There is no provision of leave encashment.

14.4 Leave Provision for Care Taker Staff Operating from the Office Space

As this category of staff is operating from the office, they are entitled for 30 days of leave inclusive of CL and EL. They can avail long duration leave in 3-4 times during the year. Maximum 8 days of leave will be carried forward and 45 days can be accumulated in case of permanent staff. In case of project staff, no leave will be carried forward.

14.5 Compensatory Leave

There is no provision of compensatory leave. If anyone has worked on a holiday, he/she cannot claim compensatory leave.

14.6 Sabbatical Leave

Any staff who has served the organisation for a minimum of five continuous years, may avail up to one year of sabbatical leave without pay for professional growth. Staff who has completed a minimum of ten continuous years of service may avail up to a maximum of 3 years of sabbatical leave without pay for professional growth.

14.7 Maternity Benefits

Maternity Leave will be granted to women members of the staff with full pay for a period of 26 weeks for the first two deliveries. (Effective from April 1, 2017) For the third and subsequent delivery 90 days of leave will be permitted. This is applicable from the 8th month of pregnancy. For pregnancy related health issues, the staff may use leave from the EL. In cases where any woman staff adopts a child, below three months, maternity benefits up to a maximum of 90 days will be granted. There is no institutional experience in this context until now. Hence, the leave shall be granted on a case to case basis. It may be noted that maternity leave will not be granted beyond the contract period.

Staff who has served the organisation for a minimum of 3 years, 6 months additional leave may be considered on leave without pay basis. If the employee is willing to work on a part time basis after availing the maternity benefit, the institution will consider such a request for a period of six months, under a separate agreement.

In case of death of mother during the first six month of the birth of the child, the father will be provided appropriate number of leaves not exceeding 180 days, minus the number of days from the date of delivery to the date of death of the mother. A mother who is breast feeding her infant will be allowed short breaks once or twice a day totaling to two hours, only for this purpose, during the first six months after the delivery.

Since there are small number of staffs in each of our office locations, creating a childcare service may not be economically feasible. Staffs who requires childcare service at the workplace for their children below 4 years of age may bring the matter in writing to the Director so that suitable arrangements can be worked out.

14.8 Paternity Leave

Paternity leave will be granted to male members of the staff with full payment up to a maximum limit of 15 days to look after their pregnant wife and newborn child during the first six month after the birth of the child. This benefit will also extend to male staff who adopts a child. It can be availed in four to five segments. On availing the paternity leave, a report will be submitted to the Gender Focal Team explaining how the staff member utilized the leave. This is primarily to sensitise the colleagues about the reproductive role of men. This leave is available only for the first two pregnancies or adoptions.

15. Use of Office Infrastructure

15.1 General

All office equipment is to be used by staff members for official purposes only. When, resources of other units need to be used by a staff member, prior permission of the Senior Management Committee may be sought.

15.2 Vehicle

The use of the office vehicle can be sanctioned in consultation with the administrative in charge. Vehicles on rent can be requested from the administrative unit with the prior sanction of the Senior Management Committee. The vehicle shall reach to the destination before 8:30 pm. In case, there is a delay, it must be sufficient explained in writing to the administration.

For out station travel by road, preferably diesel operated small vehicles need to be hired. In case there are more than 4 persons travelling, bigger vehicles like Bolero / Innova etc. can be booked. Prior bookings of vehicles need to be made in coordination with the administration for which a Vehicle Requisition slip needs to be filled in at least 2-3 days in advance. While using either hired or office vehicle the staff members are expected to fill the Travel detail slip in the car mentioning the purpose, project code and advances given specially to taxi driver, if any.

15.3 E-mails

A web-based e-mail facility has been installed for sending official mails. There will be a central node where all the incoming mails will be stored and forwarded to the respective sub nodes. A copy of all outgoing mails will be saved in the central node. This node will be monitored periodically by the Director or a person assigned by him. Colleagues can individually access and send mails from the terminal allotted/intimated to them. For all official mails, colleagues should use the e-mail ID assigned to them. Anyone using the internet facility for surfing should record the time of logging in an out, the purpose as well as the sites accessed, in the register maintained for this purpose.

UNNATI's e-mail id should not be used for personal communication. Personal e-mail id should not be used for official communication. If there is any urgency, colleagues may use UNNATI facility for checking mail on their personal id. No personal chatting or use of messaging facility is permissible from the office.

15.4 Reference Unit

At UNNATI a small reference section is maintained for internal use. There are some books, documents, periodicals, audio and videocassettes. This reference unit is strictly for internal reference only. No material can be borrowed from the unit except for a training programme. Periodicals are specifically not issued. On borrowing any material, it needs to be entered in the Register maintained in the Library. All audio-visual material is to be used only for training/ workshops conducted by UNNATI. All books are to be purchased with discretion and prior approval.

15.5 Reimbursement when personal vehicle is used for official purpose

All Staff will be reimbursed the cost of travel on work related journeys which will be claimed on a travel expense form (local/outstation), certified by the CPO/PC each time such a journey is undertaken. (For the rates, refer the Accounts Manual).

16. Norms for Availing Support Services for Official Purpose

16.1 Postage

The postage timings are between 11.00 am to 3.00 pm. All material to be posted must be submitted to the administrative unit on time with the project code. Bulk posting of periodicals will be made in coordination with the administrative unit. It is suggested that as far as possible use of the Indian Postage System should be made for regular communication. Uses of couriers are to be made when the matter is urgent.

16.2 Stationery

All divisions must make requisition to the administration department for stationery with the approval of the CPO/PC at least one week in advance.

16.3 Training Kit

A list of requirements/ material to be included in the training kit is to be given to the administrative unit, at least, one week in advance by the training in charge. While receiving the kit, the administrative unit is to cross check all the items. Any requests for replacement/ repair/ fresh purchase must be given in writing to ensure timely follow up.

16.4 Ticket Booking

Persons travelling for official purposes can seek help from the administrative unit for bookings. An advance amount along with the details of booking/ requirements (in writing) needs to be given well in advance. In case of emergency/ sudden plans, support from a travel agent can be taken.

16.5 Use of Guest Room and Accommodation Facility at Training Centre

Most of the office premises have guest room for use of staff only. Only at Bhachau and Jodhpur accommodation facility is available at the training centres. Staff can only use the guest room facility and no outsider is allowed to stay. Guests are welcome to use the accommodation available at the training centre. As there are differential facilities for use of guest rooms and training centre accommodation, each location has their own norms. Guests and staffs are requested to abide by the locations specific norms while availing the facilities.

16.6 Tea Club

A contributory Tea Club is maintained in each office. Staffs are expected self-manage this provision. On request visitors/ guests are also being offered due hospitality for which charges may be made as per the office norm.

16.7 Records of Publications

All records pertaining to publications of books, posters and any other periodicals etc. shall be centrally maintained and monitored. All such materials that are sold or disseminated as complimentary copies need to be recorded. It would be the responsibility of the Units receiving such material to maintain records of where and how they have disseminated the materials further.

17. Integrity and Commitment to Duty

Every employee of UNNATI shall, at all times, maintain absolute integrity and commitment to duty and shall do nothing that is unbecoming of an employee of the organisation.

18. Secrecy

No employee shall communicate, directly or indirectly, an official document or part thereof or information to any person except with the previous written permission of the Director.

19. Prohibition of Trade, Business of Employment

No employee is allowed to undertake additional assignment/ employment with other organisations / individuals. No employee can take up individual assignments or contract. It has to be approved by the Director and financial and non-financial transactions are to be done officially through proper channel.

No employee shall, except with the previous written permission of the Director, engage directly or indirectly in any part- or full-time employment or undertake any activity which is likely to conflict with the interest and activity of UNNATI.

20. Intellectual Property Rights

While UNNATI provides recognition to individuals for their contribution, the ownership of all literary and creative material remains the property of the organization. However, one may use the material for educational purposes with due acknowledgement.

21. Service Record

Service record of every employee shall be maintained in which particulars in regard to the employee's date of appointment, name, permanent and present address, date of birth, educational qualifications, scales of pay and designation, fixation of pay, posting, promotions, transfers and punishments shall be recorded. The officer duly authorised by the Director for the purpose will attest the entries in the service book.

22. Transfer

The Governing Council and/or the Director shall have the right to transfer, on the same pay and to an equal or identical post, any employee from one department or section to another department or section and/or from one place to another place anywhere in India where activities of UNNATI are undertaken.

23. Loan Facilities

Loans may be sanctioned to permanent employees who has completed 1 year of service.

Loan amount will be considered for the following purposes only:

- For sickness of employee or his/her family members

- For purchase / repairs / renovation of his/her own house
- Transfer of staff from one office to another office
- For son / daughter education and marriage

The loan application form will only be sanctioned if the following criteria are fulfilled:

- i. The application form should have the signatures of two guarantors from the permanent staff. Guarantors should not be a guarantor for more than one loan applicant at a time and should not have outstanding loan amount in his/her account.
- ii. The purpose for loan must be mentioned and the relevant supporting documents to be submitted.
- iii. Loan application will not be considered unless previous loan has been repaid.
- iv. Maximum amount of the loan that can be sanctioned will be up to three months basic salary.
- v. The loan amount will be deducted in maximum 20 instalments.
- vi. Interest of 9% will be charged on the reducing balance loan amount.

The Management has a right to sanction or reject the application without giving any reason and also to change the above rules.

24. Insurance

UNNATI shall provide for accident insurance to all its employees. Health insurance is provided to all staff who have completed two years in UNNATI. All staff is advised to take care of their own health insurance which is not covered by the organisation.

25. Travel Rules and Regulations

25.1 General

All employees travelling on office work are requested to keep in mind that the activities of the organisation are undertaken without risks and maintain austerity while incurring any kind of expenditure.

Travel should be carried out as economically as possible after careful planning. The limits for expenses and allowances are in keeping with the objectives of cost minimisation while ensuring that basic requirements of hygiene and safety are met.

All CPOs/PCs are entitled to travel by 3 tier AC / 2 tier AC (as 1st and 2nd optional) or by office vehicle for field travel and for inter office co-ordination. Any Air travel requires prior approval of the Director. This category of staff can use AC vehicle (Jeep/Car) as and when they feel appropriate. Use of non-AC vehicles will be appreciated.

Senior POs, POs, Programme Associates, Administrative Officers and Administrative Associates may travel by luxury bus or by 1st class or 3 tier AC sleeper, in trains for attending trainings, workshops or other official work. They are entitled to use office/hired non-AC vehicle for official purposes with prior approval of the concerned CPO/PC.

Community Facilitators, Administrative and Accounts Assistants and Office Assistants may travel by bus or 2nd class (ordinary) sleeper in train for official work.

While UNNATI is committed to ensure safety of all staff, additional precautions would be taken for women as well as differently abled staff as and when essential. Additional precautions would be taken for women such as reliable transport arrangements from the airport, railway station, stand and availing safe hotels.

All programme staff, permanent and project, must plan their travel in advance and seek approval of the Director/CPO/PC. Travel expenses may be claimed as per actual, on production of relevant documents. However, all colleagues, both permanent and project based, are expected to maintain austerity.

Staff with children below 3 years of age may be allowed to take their child and attendant/caretaker on official travel with due permission. This is a special childcare service extended to staff while on official tour to ensure balance in work and family life. Care should be taken that this does not stand in the way of task performance while on tour. Staff with children above three years of age but upto 5 years of age would have the option to take their child, without attendant, on official tour under prior intimation to the Director/CPO/PC. In all such cases no air travel is allowed for the child and accompanying caretaker/attendant.

25.2 Local Travels

Travel to Post Office, Bank, Local Organisations is termed as local travel. There is no food allowance during local travel. In case there is any expenditure during local travel it must be approved by the CPO/PC.

25.3 Short Distance Travel in Coordinating Offices, Program Offices and Field Centres

Any travel in and around the head quarter/program office/field centre (to airport, railway station, local meetings, field travel by field centre staff) shall be termed short distance travel. During short distance travel bills on food and beverages are generally disallowed. However, based on requirement during such travel, meals and beverages are permissible with the approval of the CPO/PC as part of programme expense. For travel in odd hours like before 8.00 am and after 8.00 pm, Rs.50/- can be claimed for each instance, for all category of staff. For each short distance travel separate expense statements have to be made and approved by CPO/PC. However, if there is overnight stay, they can claim the provision under allowance for night halt (ref. 25.4.2).

25.4 Out Station Travel

To make out station travel convenient a flat food allowance is created across all level of staff. The computation of travel time starts from the actual starting and ending time. It is not expected to submit bills and vouchers for the food expenses. In the individual claim form the approved amount has to be mentioned. Field staff travelling in their own field area is not considered outstation travel.

25.4.1 Food Allowance

The food allowance has been changed from earlier time-based computation to meal-based computation. This facility cannot be availed when the person is doing overtime in the office premises and short distance travel. This facility is available inclusive of travel time. The allowance for the meals cannot be charged when it is provided in workshops / meetings etc. The travel claim form has been appropriately revised.

Destination	Breakfast	Lunch	Afternoon Tea	Dinner
Village/Taluka/ District	75	150	25	150
State Capital	75	175	25	175
Metro City including Hyderabad and Bangalore	100	200	50	200

(Ahmedabad is not a state capital, moreover as we have our office in Ahmedabad, food can be made available in reasonable rate.)

25.4.2 Allowance for night halt, including travel by field staff

Travel allowance is created for different grade of staff which can be availed only for overnight stay during travel.

Grade – I: Rs.75/-	Grade – II: Rs.125/-	Grade – III/IV: Rs.200/-
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25.4.3 Accommodation

Hotel accommodation is to be used only if guest house accommodation is not available at the offices of UNNATI and partner organisations. In case Hotel is availed the upper limit per person for different grade of staff is as follows:

Grade	Block & District	State Capital	Metro City
Grade I	800	1000	2000
Grade II	1200	2000	3000
Grade III/IV	1500	3000	4000

While booking in to the Hotel, UNNATI staff particularly the women staff must check the safety, security and hygiene. In case the hotel tariff does not fall in to the upper limit, the staff shall not hesitate to take an upper category hotel in prior consultation with the CPO/PC/FM.

25.5 Food Expenditure while Travelling with Official Guests

If the staff is travelling with guests or the accompanying driver (non-staff) who have to be provided meals, the food expenditure incurred for the guest and/or driver by the staff can be mentioned separately under miscellaneous head in the claim form or claim as a separate expenditure.

25.6 International Travel (Effective from April 1, 2018)

When the staff is going on international travel on any assignment or attending seminars/ workshops/ training, the Daily Subsistence Allowance (DSA) and Daily Out of Pocket Allowance (POPA) in US \$ is as follows:

Category	DSA	DOPA	Total
Nepal	15	05	20
South Asian Countries	25	05	30
South East Asian and African countries (Excluding Japan)	35	10	45
Other Countries	60	15	75

When the inviting agency takes care of food expenses, the candidate will only claim the DOPA. The expenditure on Airport tax, travel shall be claimed on actual basis. The staff is advised to take modest accommodation facility without compromising the safety and hygiene.

25.7 Approval Procedure of Travel Claims

All staff must submit a brief report on return from their visit to the Accounts section along with their expense claim form. Tour report must be attached with Travel Bill. This report must contain purpose of visit, place of organisation visited along with address and telephone numbers, date, decision taken and follow up proposed.

26. Facilities for Overtime Office Work

If any staff is working overtime, the office will organise suitable arrangement for food and local travel. For overnight stay by the service staff (Grade –I), additional allowance of Rs.100 will be provided.

27. Special Project and Deputation

There are occasions when special projects are undertaken which require relocation and deputation of staff for a particular period. On such occasions special facilities and reward system will be created by the Director or his/her nominee. During such time period the other rules will stand in abeyance.

28. Termination of Employment

- i. The employment of a permanent employee may be terminated with three months of notice or three months of pay in lieu of notice thereof.
- ii. The employment of a project (Temporary) employee may be terminated with one month's notice or one month's pay in lieu of the period of notice.
- iii. The Director or a duly authorised officer on his/her behalf shall serve the order or termination of an employee in writing.
- iv. If any permanent employee desires to leave the service of UNNATI she/he shall give, three months of notice in writing to the Director or to the duly authorised officer or three months of pay in lieu thereof.
- v. If any project (temporary) employee desires to leave the service of UNNATI she/he shall give one month's notice in writing to the Director or to the duly authorised officer or one month's pay in lieu thereof.

29. Misconduct

Any of the following acts or omissions on the part of all the employees shall amount to misconduct:

- a. Wilful insubordination or disobedience, whether or not in combination with one another, of any lawful reasonable order of a superior;
- b. Going on an illegal strike or abetting, inciting, instigating or acting in furtherance thereof;
- c. Wilful slowing down in performance of work, or abatement in or instigating thereof;
- d. Theft, fraud or dishonesty in connection with UNNATI's activities or property or the theft of property of another employee within the premises of the establishment.
- e. Taking or giving bribes or any illegal gratification; or making unauthorised dealings or taking any advantage for personal benefit from any person dealing with UNNATI or in connection with the activities of UNNATI.
- f. Habitual absence without leave or absence without leave for more than ten consecutive days or overstaying the sanctioned leave without sufficient grounds or proper or satisfactory explanation.
- g. Habitual breach of any service regulation or any law applicable to UNNATI or any rules made there under.
- h. Drunkenness, riotous, disorderly or indecent behaviour on the premises of UNNATI or at any other place where employee is posted or sent in connection with the activities of UNNATI.
- i. Commission of any act of indiscipline or misbehaviour on the premises of UNNATI or at any other place where employee is posted or sent in connection with the activities of the organisation.
- j. Any behaviour that would constitute sexual harassment in any form
- k. Ridiculing the activities and proceedings of GSEC
- l. Habitual neglect of work.
- m. Habitual breach of any rules or instructions for the maintenance and running of any section of UNNATI or for the maintenance or upkeep of the cleanliness of any portion of the office.
- n. Failure to account for delivery of goods, machines, equipments or money or other property of UNNATI that come into his/her hands/possession or charge by virtue of performance of his/her duties.
- o. Wilful damage of work in process or to any property of UNNATI.
- p. Holding any meeting inside the premises of the UNNATI offices without the previous permission

of the competent authority or except in accordance with the provisions of any law for the time being in force.

- q. Disclosing to any unauthorised person any information with regard to the activities of UNNATI which may come into the possession of the employee in the course of his/her work or otherwise.
- r. Gambling within the premises of UNNATI.
- s. Failure to observe safety instructions notified under any Law or Rules of UNNATI or interference with any safety device or equipment installed within the premises of the Centre.
- t. Refusal to accept a charge-sheet order or other communication served in accordance with these Service Regulations.
- u. Unauthorised possession of any lethal weapon in the premises of UNNATI.
- v. Neglect to take due care of equipments, machines, instruments entrusted to the employee in the course of duties.
- w. Conviction in any court of law for any offence involving moral turpitude.
- x. Disrespect to colleagues, particularly women, minorities, dalits, differently abled and other marginalised groups.
- y. Sexual harassment at workplace is a serious misconduct and it shall attract immediate inquiry by the Internal Complaint Committee and subsequent action and punishment.

30. Punishments

An employee guilty of misconduct may be inflicted any of the following punishments.

- a. Warning or censure verbally or through issuance of a memo; Issuance of 3 memos in a one-year period to an employee will automatically lead to termination of her/his services from the organisation.
- b. Suspension
- c. With-holding of increments of pay
- d. Reduction to a lower grade in the pay scale for a specified period.
- e. Compulsory retirement
- f. Discharge from service
- g. Dismissed

In case, a staff is found engaging in an act of any form of sexual harassment, the case shall be referred to Gender Sensitivity and Equity Committee (GSEC) for appropriate action.

- 31. The Governing Council or the Director shall be the disciplinary authorities. They are authorised to impose any of the punishments specified in Section 30 or institute an enquiry. No order of punishment (b) to (h) of Section 30 shall be made except after holding an enquiry against the employee concerned in respect of the alleged misconduct.
- 32. Every employee shall subscribe to the above service rules by signing the letter of appointment.
- 33. The Governing Council reserves the right to amend these regulations from time to time.

ANNUAL STAFF PERFORMANCE REVIEW

The human resources are the most significant asset of an organisation. It is through the human resources, the organisation continues to work to maintain its relevance, achievement of the objectives and mission. An energetic, efficient and committed group of individuals can make a positive difference. In order to maintain the capacity of the people in the organisation, periodic review, performance appraisal, analysis, feedback, planning and mentoring are critical. In order to build an efficient, effective and motivated team a performance review mechanism has been developed.

The Review Process

1. The Assessor has to undergo self-assessment in a prescribed format.
2. The identified peer will provide the review input.
3. The Supervisor will review the candidate in the prescribed format.
4. **Assessee and Assessor (Supervisor)**

Assessee	Assessor (Supervisor)
CPO/PC/FM	Director
PO/AO/FO	Concerned CPO/PC/FM
Other Staff	PO and/or Concerned CPO/PC/FM

5. Final Score

The Assessee and Supervisor are expected to discuss about the performance and both can make amendment to their original score. Final Score is ordinarily computed after discussion between the Assessee and Supervisor. The narrative feedback for professional development should be given primacy.

Self-score	Peer Score	Supervisor Score	Final Score(Overall Average)

i. 85 and above – excellent, ii. 75 to 84 – very good, iii. 65 to 74 – good, iv. 55 to 64 – satisfactory, v. Below 55 – unsatisfactory

5. The Director holds the right to ask for a fresh review in case he/she finds the process unsatisfactory.

Self-Appraisal

Name: _____ Location/based at: _____
 Designation: _____ Date of Joining: _____
 Date of Appraisal: _____ Period covered: _____

1. Score your own capability or knowledge in the following areas in terms of your current roles and responsibilities. (to be scored out of 10)

[9 and above – Excellent, 8 – Very Good, 7 – Good, 6 - Satisfactory, Below 6 - Unsatisfactory]

i.	Correct knowledge of job assigned.	
ii.	Capability to do the given assigned job.	
iii.	Meeting deadlines/commitments.	
iv.	Planning and forecasting.	
v.	Team working and leadership	
vi.	Communication skill	
vii.	Creativity and innovativeness	
viii.	Learning attitude.	
ix.	Adaptability, flexibility and mobility	
x.	Problem-solving, decision-making and steadiness under-pressure.	
	Total	
	Average	
	Overall performance for the last one year	

2. Other Areas of Competency (to be scored out of 10)

[9 and above: Excellent; 8 – Very Good; 7 – Good; 6 – Satisfactory; Below 6 - Unsatisfactory]

No.	Areas	Score
1.	Training /facilitation skill	
2.	Research skill	
3.	Documentation skill	
4.	Commitment	
5.	Interpersonal relations	
6.	Skill in current role	
7.	Discipline /compliance	
8.	Stakeholder relations	
9.	Initiative	
10.	Mutual support	
	Total	
	Average	
11.	Overall all performance for the last one year	

(1, 2 and 3 are not applicable for the staff working in accounts, administration and office maintenance)

3. State your understanding of your main duties and responsibilities.
4. Has the last year been good/bad/satisfactory or otherwise for you, and why?
5. What do you consider to be your most important achievement for the last one year?
6. What do you like and dislike about working for this organisation?

7. What elements of your job do you find most difficult?
8. What elements of your job interest you the most?
9. What do you consider to be your most important aims and tasks in the next year?
10. What new roles you would like to take up in UNNATI in next one-two years.
11. What action could be taken to improve your performance in your current position by you?
12. Please mention two specialties and two areas of improvement with regard to your work and position in Unnati.

<u>Strengths</u>	<u>Areas of improvement</u>
1.	1.
2.	2.

Peer Assessment

Name of the Assessee: _____ Location/based at: _____
 Designation: _____ Date of joining: _____
 Date of Appraisal: _____ Period covered: _____
Name of the Peer conducting the assessment: _____
Designation: _____

1. Please score on the capability or knowledge in the following areas in terms of the current roles and responsibilities of the candidate. (to be scored out of 10)

[9 and above: Excellent; 8 – Very Good; 7 – Good; 6 – Satisfactory; Below 6 - Unsatisfactory]

i.	Correct knowledge of job assigned.	
ii.	Capability to do the given assigned job.	
iii.	Meeting deadlines/commitments.	
iv.	Planning and forecasting.	
v.	Team working and leadership	
vi.	Communication skill	
vii.	Creativity and innovativeness	
viii.	Learning attitude.	
ix.	Adaptability, flexibility and mobility	
x.	Problem-solving, decision-making and steadiness under-pressure.	
	Total	
	Average	
	Overall performance for the last one year	

2. Please score other areas of competency of the candidate (to be scored out of 10)

[9 and above: Excellent; 8 – Very Good; 7 – Good; 6 – Satisfactory; Below 6 - Unsatisfactory]

No.	Areas	Score
1.	Training /facilitation skill	
2.	Research skill	
3.	Documentation skill	
4.	Commitment	
5.	Interpersonal relations	
6.	Skill in current role	
7.	Discipline /compliance	
8.	Stakeholder relations	
9.	Initiative	
10.	Mutual support	
	Total	
	Average	
11.	Overall all performance for the last one year	

(1, 2 and 3 are not applicable for the staff working in accounts, administration and office maintenance)

3. Briefly state how the candidate has contributed towards his/her main duties and responsibilities.

4. What has been most important contribution / achievement of the candidate during the assessment period?

5. Please mention two strength and two areas of improvement with regard to the overall performance and contribution of the candidate.

<u>Strengths</u>	<u>Areas of improvement</u>

Supervisor Assessment

Name of the Assessee : _____	Location/based at: _____
Designation: _____	Date of joining: _____
Date of Appraisal: _____	Period covered: _____
Name of the Supervisor: _____	Designation: _____

1. The Assessee and Supervisor are expected to discuss about the performance and both can make amendment to the score of the Assessee. Final Score is ordinarily computed taking into account the discussion between the Assessee and Supervisor.

Self-score	Peer Score	Final Score

1. 85 and above – excellent
2. 75 to 84 – very good
3. 65 to 74 – good
4. 55 to 64 – satisfactory
5. Below 55 – unsatisfactory

Remark by the Supervisor and the Assessee has to be recorded.

2. What action you will recommend for improvement of performance and self-development of the candidate?

Directors Comments if any:

UNNATI Annual Staff Performance Review

This exercise will be undertaken by the assessor (immediate supervisor) and discuss with the Assessee. Tick the correct box. Specific comment about the assessee has to be written under each point. It is applicable to staff at all levels and assessment needs to be made with refence to the expectations of the job.

Review for the year:

Name of the staff (Assessee): _____ Position: _____ Location: _____

Name of the Supervisor (Assessor): _____ Position: _____ Location: _____

Before starting the assessment, the assessor shall ask the assessee,

- (i) What are the two tasks you have done exceptionally well, and what enabled you.

- (ii) What are the two tasks you could not perform, and what are the reasons.

After brief discussion, start the assessment.

Parameters for Assessment:

1.	Job related knowledge and capability: Understanding of facts and information related to the job, Technical competency, domain knowledge and appropriate expertise to perform job at a professional level. Actions and speech reflect a commitment to UNNATI.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
1	Knowledge and skills are Insufficient for most of the tasks	Knowledge and skills are sufficient to perform some of the tasks.	Knowledge and skills are appropriate for most of the tasks.	Handles new tasks with ease	Capacity to translate knowledge and skills to deal with the complex situations.
	Comments:				

2	Meeting deadlines/ commitments; Accountability: Provides consistent and timely high quality work. Adheres to established work schedule. Arrives at work and meetings on time. Meets assigned deadlines without additional prompting. Always finishes assignments on time, meets deadlines. •				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Seldom meets deadlines and commitments. Does not seek timely support when stuck.	Tries to meet deadlines. Needs more supervision and additional prompting	Consistently meets targets and commitments irrespective of work volume without additional prompting by Supervisor. Pro-actively informs supervisor/ team on status of work. Gives priority to work while making leave requests. Timely submission of time log.	Always finishes assignments on time and meets deadlines. Pro-actively sets targets and deadlines for oneself. Consistently shows efficiency and effectiveness in tasks.	Completes work in advance of deadlines so supervisor has adequate time to review or make revisions; Gives priority to organisational needs and commitments over everything; When on leave makes arrangements for 'current work responsibility' to continue
	Comments:				
3	Productivity and Quality of Work: Accuracy, thoroughness, attention to the details. Maintains efficiency of work regardless of volume. General effectiveness of regularly produced work. (speed and consistency of output). Ability to meet standards of quality.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Mostly does not show concern for quality and thoroughness.	Performs minimally acceptable standard of work. Work done is not well thought out.	Assignments are complete and thorough. Work is regularly produced at acceptable level of standard.	Consistently produces high quality work.	Consistently produces high quality of work bringing new features (value addition).
	Comments:				
4	Planning and organising: Setting of long and short range objectives. Establish priorities in developing plan. Anticipate problems, adapt to changes, use resources effectively. Delegate work and follow-up				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Needs lots of inputs and supervision.	Can plan routine tasks only.	Plans and prioritizes full range of required tasks.	Plans and prioritizes with an emphasis on flexibility.	Planning shows anticipation of potential problems.
	Comments:				

5	Communication skills: Display of oral and written communication skills required by the job. Ability to listen and understand information. Present information, issues, reports, progress in a clear and concise manner.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Information and ideas are consistently poorly communicated. Self is the cause of misunderstanding.	Oral and written communications are often unclear, dis-organised, contain errors.	Actively listens while communicating with others. Usually uses appropriate sentence structure. Can summarize data and / or ideas into understandable thoughts in oral or written form.	Communication are effective, well organised, clear, and concise. Oral presentations are made in a confident and well-articulated and are convincing.	Communications are exceptionally effective, timely, well organised, articulate, concise and appropriate. All forms of communications including meetings and presentations are well organised, professionally executed and highly effective.
	Comments:				
6	Creativity and Innovativeness: Resourceful to deviate from routine; having flexibility and adaptability. Makes innovative and productive contributions. Develops and implements new ideas/ solutions/ processes etc or applies these in new ways. Accepts additional challenges and willingly assists others. Demonstrates imagination, originality and self-motivation.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Mostly does not show any creativity or innovativeness.	Needs detailed instructions and directions to accomplish tasks.	Responds well to change; assists in generating new skills, methods and approaches.	Resourceful in improving skills, methods and approaches. Takes initiative in developing new ideas.	So resourcefulness to support others to bring innovation and newness to the outcome and outputs.
	Comments:				
7	Problem Analysis and Decision Making: Recognising when a decision is necessary. Ask for inputs. Understand the problem and the causes. Develops practical (workable) solutions. Facilitate resolution of the problem. Accepts responsibility.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Does not understand the problem or make efforts to resolve the problems.	Decisions on the problem resolution is very basic. No application of previous learning.	Decisions reflect full understanding of the problem and take appropriate action.	Goes deeper into the problem and performs extra investigation and solves the problem.	Takes faster and timely decisions with in-depth analysis of the problem.
	Comments:				

8	Team work and Leadership: Treats people with respect. Interacts effectively and maintains positive relationship with peers, subordinates and others. Cooperates, assists and builds team work. Willingly accepts instructions and assignments.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Consistently rude to others. Frequently co-workers complaints.	An uncooperative team member. Fails or makes little effort to respond to needs of colleagues.	Cooperative, polite and congenial at all times. Colleagues feel comfortable in working.	Goes beyond expectation to help meet group targets and maintain relationships.	Consistently anticipates needs of other people and supports. Self is an example for others.
	Comments:				
9	Commitment and dependability to the institution: Punctuality. Follows processes and procedures of the organisation. Maintains the resources of the institution with care. Commitment to organisational needs. Maintain confidentiality.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Does not care about institutional norms and practices in most of the cases.	At times does not care organisational systems and resources.	Reliable. Responds quickly to requests on organisational issues. Fulfils responsibility only to an expected level of supervisor.	Reliable. Usually makes sound identification of issues and other institutional matters. Resourceful in solving issues and acts independently. Requires little supervision	Very reliable. Consistently makes sound decisions on organisational matters. Resourceful in addressing issues cost effectively without sacrificing quality.
	Comments:				
10	Learning attitude: Learns and works to develop new appropriate skills. Knows the recent developments on the area of work. Has a wider network to seek support and guidance.				
	Unsatisfactory (1)	Less than satisfactory (2)	Fully satisfactory (3)	Excellent (4)	Outstanding (5)
	Not interested in learning.	Works towards knowledge and skill development to some extent. Poor external linkage.	Gathers information and knowledge for self-development.	Pro-actively seeks out new opportunities to learn and grow. Applies learnings to work situations.	Continuously challenges oneself. pro-active seeks new resources, contacts and opportunities.
	Comments:				

Please state the overall performance rating: **/50.**

For 'Unsatisfactory or 'Outstanding' rating the assessor must justify in writing with examples and reasons.

Staff may express their dis/agreement to the review rating and appeal to the higher level. He/ she shall have to cite reasons with facts for demanding the same.

Mention two development agenda for the assessee.

Any other recommendations.

Signature of Assessor

Signature of Assessee

Date

Place

Rationale

Even though women are not a homogenous group and their situation varies with age, caste, class, religion, ethnicity and place of domicile, overall the subordination of women in our society makes them more vulnerable than men. They often face social and cultural discrimination on grounds of sex. They have less access to power, wealth and resources and very little control over them. They are less likely to be involved and represented in decision-making bodies and their voices are less likely to be heard. The process of development impacts men and women differently and women have been marginalised in the process. We believe that any development effort which is not gender sensitive leads to further marginalisation and inequity.

UNNATI is an equal opportunity institution and committed to working with an inclusive and participatory approach towards gender equity and social justice in the development scenario.

Intent/ Commitment

The purpose of this gender policy is to define UNNATI's approach in addressing gender issues in all aspects of its functioning. We are committed to working towards making the public arena equally accessible to men and women so that they may function at their full potential. UNNATI aims to build an understanding of the impact of policies, processes and events on women's lives. UNNATI is committed to promote gender sensitivity and equity in:

- a) Its institutional systems and practices
- b) Its programme designs and activities
- c) Its advocacy work

A. Institutional Systems and Practices

1. Recruitment

- a. Efforts shall be made to maintain a gender balance in the composition of the Governing Board as well as management positions so as to maintain a balanced leadership.
- b. All advertisements for employing staff shall specifically state that we are an equal opportunity employer and that UNNATI particularly encourages women to apply. The organisation shall encourage women to apply for management positions to deconstruct gender stereotype in its staffing patterns.

2. Institutional Practices

UNNATI recognizes the ways women and men work and contribute to the economy, their family and society. Hence, the Governing board and the management shall promote special institutional practices for all its staff, especially women, to enable them to strike a balance between their professional, social and domestic roles and responsibilities.

- a. **Timing:** UNNATI shall provide flexibility of half an hour on arrival and departure timings from office without affecting the number of working hours in a day. Suitable arrangements for the time schedule may be worked out in special cases, as in case of new parents, recovery from illness etc.
- b. **Travel:** While on travel, safety of the staff shall be given due importance. Where necessary, staff will be escorted or reimbursed transport expenses. Special concessions could be made for staff with children below 5 years of age while on travel.

- c. **Staff Development:** Equal opportunities shall be provided to all employees for their professional development and growth.
 - d. **Leave:** UNNATI shall make provision for maternity and paternity leave along the lines of the latest government provisions. In special cases, leave without pay or part time work arrangements may be considered after the maternity leave has lapsed.
3. **Safe work environment:** A separate policy has been formed in the line of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013. The internal compliant committee is called Committee for Prevention of Sexual Exploitation and Abuse.
 4. **Gender Focal Person/s (GFP):** Gender Focal Person/s shall co-ordinate gender mainstreaming at the programme level. GFP shall ensure that right from inception to implementation, all projects have gender as a cross cutting theme. All documents produced for public use by the organisation shall be screened for gender incorporation. GFP shall periodically organise gender training/sensitization programmes for staff at all levels to promote and enhance gender sensitive planning and actions. GFP shall also co-ordinate the activities of GSEC.
 5. **Gender Audits:** Gender audits shall be conducted periodically, with inputs from external resource where required, to review the existing practices, both within the organisation and in the programmes, to arrive at a common understanding of the gender sensitive rules and practices in the organisation and its programmes.

(For details of institutional practices, please see Administrative Instructions)

B. Programme Design and Activity

1. All Programme Coordinators (Project In-charges) and Chief of Program Operations shall design and implement programme activities with a gender mainstreaming perspective which would take into account strategic and practical gender needs, culture and institutional circumstances.
2. All Programme Centres shall undertake capacity building activities with partners and stakeholders to enable them to formulate and promote policies and actions that are gender sensitive and based on principles of equity.

C. Advocacy

UNNATI shall use various forums to share its knowledge and experience for influencing other major players in the development sector for gender sensitive policies and practices.

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UNNATI
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