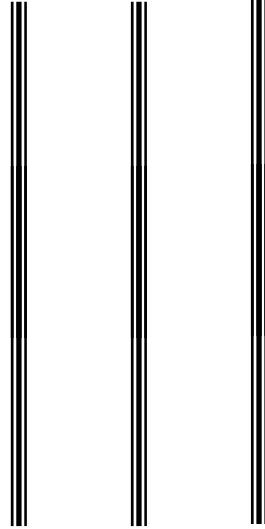


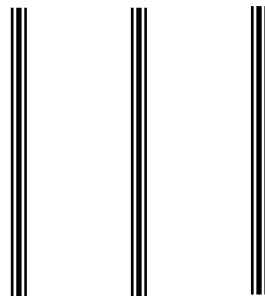
# **SHARE AND CARE NEPAL**

**Lalitpur**



## **Operational Manual**

November, 2010



Share and Care Nepal  
P.O. Box: 10657  
Kathmandu

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## **1. INTRODUCTION**

### **1.1 General**

The purpose of this Operational Manual (OM) is to enable Share and Care Nepal (SCN) a non-governmental organization to carry out effective and efficient operations. It provides policy guidelines and procedural support necessary for the successful implementation of projects and program activities. These guidelines should be referred to routinely for directions on daily operating procedures. Therefore, it is important that all staff be familiarized at least with those policies and procedures, which are pertinent to their jobs.

This document is meant to serve the needs and realities of the SCN and the room for continual improvement responding to changing context of operations will always be opened. Comments and questions on this manual are therefore encouraged and welcomed at anytime.

### **1.2 The Operational Management**

These systems help to ensure that the major resources such as human resources, infrastructure and money are used for the purposes for which they have been allocated. These systems help the organization to fulfill its overall vision and goals

## **2. MAJOR OPERATIONAL SYSTEMS**

### **2.1 Organizational Arrangement:**

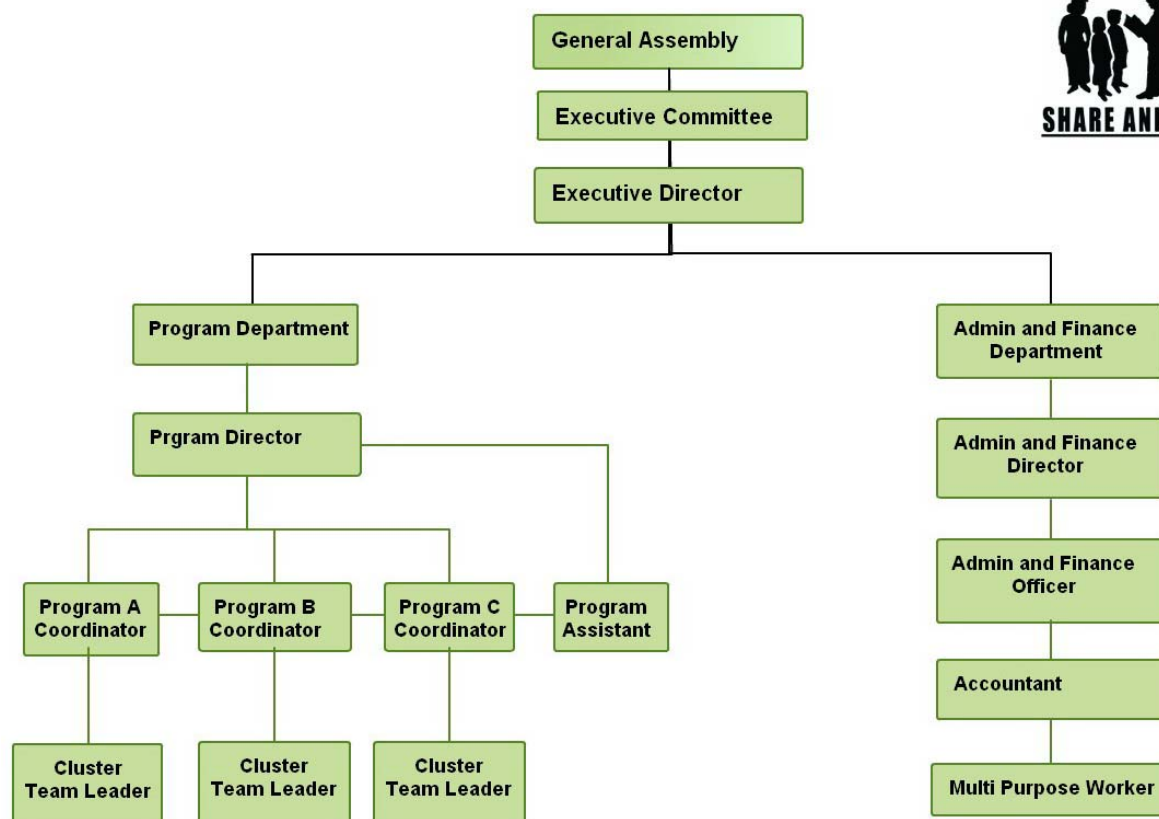
The general assembly is the supreme committee of the organizational. The general assembly selects board committee, which will govern the organization on the basis of constitution, policies and guideline.

Executive Director is the program head who delegates authority of program and administration to respective directors for smooth implementation of the programs.

The directors provide direction and guide their subordinates to carry out plans and activities.

The field based staffs are assigning in the project area as a team. There will be a team leader in each team. Team leaders are responsible to execute their plans through their team members.

## Organization Organogram:



[online diagramming & design] [createely.com](https://www.createely.com)

## 2.2 Reporting:

The reporting of the activities to supervisor is based on the nature of activities implemented at various level of organization.

- a. **Event Report:** The event report is report about the one day program organized in the project. The team members will prepare the event report in coordination with Team Leader and report to the Program Coordinator
- b. **Monitoring and Evaluation Report:** PME team members will prepare the M & E report and present it to the IME committee.
- c. **Observation Visit Report:** The Team Leader will prepare a report of observation visit in coordination with visit team and present it to the Program Coordinator or their supervisor.
- d. **Training Report:** The training report will be prepared in a participatory way for each day and at last compiled by the team and present it to the Program Coordinator or their supervisor.
- e. **Monthly Progress Report:** All Team Leaders will write their cluster's report every month and present it with whole team to share their work done and lesson learned. The Program Coordinator will compile it and present it to the Program Director for feedback.

- f. **Half Yearly Progress Report:** The collection of six month's report will be compiled by the Program Director after six months of implementation period. The report will be sent to funding partners within their due date.
- g. **Annual Progress Report:** Annual Progress Report is a compiled report of all the activities planned for the year. All the team members gather for the reporting meeting. The monthly report is compiled in a partner's format and sends it to the partner's for feed back and record.
- h. **Mid Term and Impact Evaluation Report:** Impact evaluation report is prepared on the middle of project cycle and impact evaluation after the compilation of project cycle. The external consultant or agency is appointed to conduct this study.

### **2.3 Conducting Meetings and Decision Making:**

- a. Share and Care Nepal's meetings are held according to the roles, functions and membership defined in the committee structures. In addition, project level meetings are also held monthly/as needs basis. Intra-program meetings are held as per program requirements. Meeting participants are responsible for ensuring that information from the meeting's flows to staff members as required. Meeting participants are also responsible for ensuring the confidentiality of meeting topics as required.
- b. For all meetings, agenda should be circulated with relevant documents prior to the meeting date. The meeting minutes should be finalized within a week after the meeting. Meeting minutes should only be shared with concerned individuals.

For details of the roles, functions, authority and meeting times see SCN's committee's i.e.

- i. General Assembly (GA)
- ii. Executive Committee (EC)
- iii. Internal Management Committee (IMC)
- iv. Project management Committee (PMC)
- v. Weekly Center Office Team Sharing
- vi. Monthly reporting and sharing meeting at project field
- vii. Monthly Devotion and Prayer at all project level and central office

### **2.4 Working Culture: (An open and informal working culture)**

Our working culture is characterised by open and informal dialogue. Teamwork plays an important role in many workplaces, and mutual respect is a key term. Manners between colleagues are informal and relaxed, and a sense of humour plays an important role in everyday life. Social life at work is concentrated around the lunch break. Working

in the highly community based organization can be a very rewarding and pleasant experience.

### **Management**

Our workplaces are less hierarchical than workplaces in many other organizations, and the possibilities for being given responsibilities and influence are many

Our workplaces are characterised by an absence of the highly hierarchical structure found in many other organizations. The line of command between the boss and the employees is short, and in principle everyone – regardless of education, position or social status – is regarded as equal. It is common to find the boss taking his lunch with the staff and standing in the same queue in the eating place.

### **Business style**

The dress code is more informal than other organizations. Humor plays a central role in the way we interact. People tell jokes, and may occasionally have a food and drinks together after work – or even during working hours on festive occasions such as anniversaries or birthdays.

It is common to keep an ironic distance to oneself, and unpretentiousness is a keyword in social interaction. Criticism is regarded as something that has to do with one's work and not as a personal attack.

### **Cooperation**

It is common practice to work closely together and to ask each other's advice. Our focuses are group-oriented. It is normal to discuss subjects in order to reach an agreement. It is not common – as it is in the other organizations - to resolve matters by vote. Rather, people discuss in order to achieve consensus and to see matters from all possible perspectives. Asking ones colleagues for advice is not seen as a sign of weakness.

### **Working environment**

The working environment is informal and democratic. We have a reputation for being informal and they favour a humorous and extroverted tone at work. We are being well prepared, highly focused on results and very serious about the work process. Meetings are expected to commence at the agreed time, and will normally start and end with a handshake. Meetings constitute an important part of our work; we prefer meetings to be short, well structured. Paperwork will generally be kept at a minimum.

### **Food at work**

Usually we eat at work together with our colleagues. The lunch break in our office is not as long as in many other organizations, and we rarely get to go home during the break. The lunch break in office is usually 30 minutes during which we have lunch with our colleagues.

## **Working Hours**

40 hours per week start 9 AM to 5 pm but it can be flexible depends on the work situation and station.

### **Some hints to follow:**

- Observe ...
- Stay tolerant ...
- Learn ...
- Communicate diplomatically ...
- Avoid any form of aggression ...
- have fun!

## **2.5 Delegation:**

### **a. Delegation Means**

Achieving results, by empowering and motivating others to carry out tasks, for which you are ultimately accountable, to a specified level of performance. The objective of effective delegation is to enables the person/team to:

- i. get things done through other people/team
- ii. get on with what you are supposed to be doing

### **b. Delegation process and actions**

- i. In SCN the line manager (supervisor) is fully responsible for all the member of the staff working under him/her as approved in the post listing in the SCN's structure.
- ii. All delegation should follow the organization structure, by mutual negotiating between the line manager and the person taking on the responsibility. The mutual negotiating should involve forming a contract on the following:
  - 1. Nature and scope of task involved
  - 2. Results to be achieved
  - 3. Method to be used for assessing performance
  - 4. Time scale involved
  - 5. Nature and extent of authority required for task completion.
- iii. All line managers should delegate their activities to someone else while taking leave. The person delegating one's role should inform all others who will be affected by the changes.

## 2.6 Planning the Program and Preparation of Program Proposal:

The SCN is committed to respond to the community needs in the context of its Vision and Mission. To develop a program the following steps will be considered.

- a. The program staffs will informally and formally identify the major areas of intervention and future needs of the community.
- b. In a formal gathering the field staffs, program officers, senior staffs, church pastors/leaders and stakeholders will reflect on forward program planning.
- c. The lessons learned in the past intervention will be considered in future planning.
- d. The community views on needs and possible interventions will also be considered through baseline studies, PRA and RRA tools.
- e. The capacity of SCN in responding to the needs of the community will also be assessed.

Project Proposals follow up format

Name of Project	Location	Proposal submitted	Date of submission	Expected date of response	Remarks

## 2.7 The Major Component of the Program: Addressing Poverty and Poverty Related Issues

### **Key Objective 1:**

Improve health situation in remote communities.

### **Key Objective 2:**

Increase access and quality education in remote communities.

### **Key Objective 3:**

Improve agriculture production and ensure food security in Nepal's remote communities.

### **Key Objective 4:**

Increase access in women's roles, responsibilities, and participation in community development.

### **Key Objective 5:**

Strengthening the capacities of communities to cope with natural disasters in order to minimize loss of lives and property.

### **Key Objective 6:**

Improve management capacity of community-based organizations for local community's development

**Key Objective 7:**

Enhance the entrepreneurship skill of community people for economic and livelihood upliftment.

**Key Objective 8:**

Promote children's rights so that children can be empowered to enjoy life to the fullest.

**Key Objective 9:**

Equip and engage the local churches in the community for Integral Mission through partnership in transformational development work.

**Key Objective 10:**

To enable communities to deal effectively with the dangers of human trafficking by spreading awareness and education.

**Key objective 11:**

Restoring peace and promoting fullness of community life.

**Key Objective 12:**

To reach out to provide opportunities for inner transformation, enhance knowledge and individual and professional growth.

**Key Objective 13:**

Initiate and conduct action-based research for self-learning and circulate findings widely for improved development initiatives.

## **2.8 The Program Locations**

The project location has been chosen based on the need, priority and possibilities in rural and semi-urban and urban areas of the country.

## **2.9 Monitoring The Program**

The PME Team was formed as a result of the Organizational Development process. The purpose was to streamline and improve the quality of project planning and implementation. The PME undertakes the following major activities or responsibilities to support the program activities in the field.

**a. Monitoring work in the field:**

- ◆ Conducting periodic field visits and giving comments and suggestions.
- ◆ Monitoring the activities in the field.
- ◆ Verifying the work done in the field through visits and reports.
- ◆ Develop tools for monitoring and evaluation.

**b. Preparing the reports and giving feedback:**

- ◆ Developing Progress reports.
- ◆ Reviewing maintaining and consolidating the statistical reports from the project.

- ◆ Consolidate reports and finalize, submit to the Internal Management Committee (IMC).
- ◆ Helping Program Officers (POs) to document reports and case studies.
- ◆ Give feedback on the reports and activities in the field to the IMC.
- ◆ Summaries can be made of the six monthly and annual report and shared with the POs.

**c. Facilitating learning opportunities:**

- ◆ Strengthening the capacity of the POs and other field staff by organizing training programs.
- ◆ Identify POs, who need extra support and help from the PME team and provide help appropriately.
- ◆ Share information about the organizational vision and policies.
- ◆ Provide help and support to facilitate the Organizational Development process.
- ◆ Help POs to gain capacity and knowledge on individual basis.
- ◆ Learning needs are common and some are individual, PME Team can address these learning needs by designing specific training programs in specific projects rather than having common training programs all the time.
- ◆ Make plans to identify specific learning needs and do follow up at the individual level.
- ◆ PME Team can facilitate visits of the POs to other projects to learn and share experiences.
- ◆ PME Team can take more initiative in sharing experiences from different projects with others, who are doing similar work within and outside SCN.
- ◆ In future training programs, POs can be given time to share experiences about their project with others. Both formal and informal sharing of experiences would be helpful.

**d. Planning and reviews**

- ◆ Planning and facilitating surveys
- ◆ Developing action plan and LFAs
- ◆ Organizing and facilitating planning and review meetings

**e. Documentation**

- ◆ Collect and maintain photographs and audio visual material.
- ◆ Publish documents and information related to project activities and other target groups.
- ◆ Maintain and update the organizational website
- ◆ Publish SCN e-news letter
- ◆ Publish annual reports of organization
- ◆ Maintain and update project data

**f. Developing Project Proposals**

- ◆ Develop project proposals
- ◆ Respond to queries from funding partners

**g. Financial monitoring**

- ◆ Provide guidance and support in project financial matters
- ◆ Check and approve financial management practices in the projects

**Monitoring Visits of the PME Team to the Project Areas**

**1. The purpose of the visit in the project**

During each visit the PME team member should write down the specific purpose of the visit which may include follow up issues with the previous visit and any other new issues that have been emerged in the course of time. The visit should be enriching experience for the PME team members as well as the project staff visited. There should be adequate time to discuss official issues such as reporting, financial matters, new developments in the center office and any other relevant information. It should be a time of sharing of experiences and extending support to each other. There will be time of interacting with the program officer, project staffs and the community. This should also be a time of giving and receiving feedback and participating in community functions. The purpose of visit should not only be to collect the information but an opportunity to strengthen the relationships. The PME team member should discuss about the log frame, goals and objectives and the extent of its accomplishments. Attempt should be made to find out interesting case studies and lessons learnt. The role of PME Team member is like a salt. The approach is non-institutionalized which is a mixture of formal as well as informal ways of working. It is a democratic way of working and relating with people without becoming less professional.

**2. Frequency of visits of PME Team members visit to the field**

The PME Team members should visit each project once in two months. These visits should be tentatively planned in the beginning of the year. During the time of visiting the project the next visitation date can be confirmed or adjusted according to the prevailing need and situation.

**3. The duration of the time spent in the program**

The PME team member should spent quality time in the field. In each project location minimum three full days should be spent excluding the travel time.

#### 4. Check list followed by PME Team members during visit to the project areas

##### 4.1 Project Monitoring

No	Statement	Comments
1	Opinion after reviewing the working time table of the staff	
2	What is the situation of the planned activities	
3	Opinion after reviewing the diaries	
4	What was the result of discussion on the reports with the concerned staff	
5	What are the work related problems	
6	What was the understanding of the staff on the vision, values and project objectives	
7	Learning after meeting with the beneficiaries	
8	What case study has been identified	
9	What was the learning on visiting the field and major observations	
10	Expressions on meeting and discussion with the stakeholders, government authorities, VDC members etc	
11	How has information and statistical data about the project been maintained	
12	Any other matter	

##### 4.2 Administrative Monitoring

	Statement	Comment
1	What relevant information has been shared relating to center office	
2	How well have the equipments been used and maintained?	
3	Opinion on the maintenance of the project documents maintained	
4	Has proper record of leave taken by staff maintained?	
5	Is the office well equipped?	
6	Has the personal file maintained?	
7	Details of staff, qualification and experience been maintained in the center office?	
8	What are the concerns about written communication with the PME Team and how it can be addressed	
9	Any other issue	

### 4.3 Financial Monitoring

	Statement	Comments
1	Does the project receive funds (Advance) on time	
2	Are the transferred funds used for the purpose for which they were given?	
3	How the local resources are used?	
4	Are the financial documents maintained in the project?	
5	Is the weekly, monthly and yearly budget prepared?	
6	Is there any deviation in spending?	

### 4.4 The Framework for Monitoring plans

#### 4.4.1 Who Monitors

- Monitoring Plans of Project Monitoring and Evaluation Team
- Monitoring Plans of Program Officers
- Monitoring plans of Community Groups

#### 4.4.2 What to Monitor

- Monitoring of activities
- Monitoring of expenditure according to budget
- Monitoring of monthly and yearly plans
- Monitoring of submission of reports
- Monitoring of maintenance of records/ registers
- Monitoring of compliance of financial/legal requirements
- Monitoring of staff performance
- Monitoring of equipment/vehicles and infrastructure
- Monitoring of staff development

#### 4.4.3 Methods of Monitoring

- Reading the project reports
- Visiting the Project sites
- Participating in Project Meetings
- Meetings with the project beneficiaries and stakeholders
- Reviewing project records

#### 4.4.4 Monitoring Plans of PME Team Field visits

Projects	Project Location	Quarter						Frequency	Representative
		Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun		
CBHDP	4 Clusters	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Once	
WDC	3 Clusters	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Once	
AWEP	2 Clusters	Jan-Feb	Mar-Apr	May-June	Jul-Aug	Sep-Oct	Nov-Dec	Once	
TDC	2 Clusters	Jan-Feb	Mar-Apr	May-June	Jul-Aug	Sep-Oct	Nov-Dec	Once	
MHF (Pauwa)	2 Clusters	Jan-Feb	Mar-Apr	May-June	Jul-Aug	Sep-Oct	Nov-Dec	Once	

#### **4.4.5 Tools used by the PME Team for Monitoring**

##### **Activity Monitoring Questions**

###### **Quantitative**

- a. When the activity took place?
- b. How many times the activity took place?
- c. Who was responsible for conducting the activity and who assisted
- d. How much money was spent
- e. Was there excessive expenditure
- f. Was there less expenditure
- g. What are the reasons for less / excess expenditure?
- h. How many person attended the activity

###### **Qualitative:**

- a. How was the interaction between those who attended
- b. How the activity helped to achieve the objective
- c. How the activity benefit the participants
- d. How did the community participate in the activity

###### **Lessons learnt**

- a. What helped to do the activity effectively?
- b. What were the problems in doing the activity

###### **Future Plans**

- a. Should this activity be done in the future in the same way or be done differently

##### **Activity Monitoring Questions for Training**

###### **Quantitative**

- a. When did the training take place?
- b. How many days
- c. How many participants?
- d. What were the topics for training
- e. Who facilitated the sessions
- f. Who assisted in the training
- g. How much money was spent
- h. Was there excessive expenditure
- i. Was there less expenditure
- j. What are the reasons for less / excess expenditure?

###### **Qualitative**

- a. Knowledge of participants before the workshop
- b. Knowledge of participants after the workshop
- c. How did the participants become involved in learning
- d. Further areas for learning
- e. How did the training help to achieve the objective
- f. How did the training benefit the participants

## Lessons learnt

- What was effective in teaching and learning
- What were the problems faced in training

## Future Plans

- How can the training be done more effectively in future?

## Format of Annual Activity Calendar

Activities /Months	JAN Poush- Magh	FEB Magh- Falgun	MAR Falgun- Chaitra	APR Chaitra- Baishakh	MAY Baishakh- Jestha	JUN Jestha- Ashar	JUL Ashar- Shrawan	AUG Shrawan- Bhadra	SEP Bhadra- Ashwin	OCT Ashwin- Kartik	NOV Kartik- Mangsir	DEC Mangsir- Poush
Reporting meeting	14 <sup>th</sup>	12 <sup>th</sup>	13 <sup>th</sup>	13 <sup>th</sup>	14 <sup>th</sup>	14 <sup>th</sup>	15 <sup>th</sup>	16 <sup>th</sup>	16 <sup>th</sup>	17 <sup>th</sup>	15 <sup>th</sup>	15 <sup>th</sup>
Monthly Devotion	15 <sup>th</sup>	13 <sup>th</sup>	14 <sup>th</sup>	14 <sup>th</sup>	15 <sup>th</sup>	15 <sup>th</sup>	16 <sup>th</sup>	17 <sup>th</sup>	17 <sup>th</sup>	18 <sup>th</sup>	16 <sup>th</sup>	16 <sup>th</sup>
IMC meeting	16 <sup>th</sup>	14 <sup>th</sup>	15 <sup>th</sup>	15 <sup>th</sup>	16 <sup>th</sup>	16 <sup>th</sup>	17 <sup>th</sup>	18 <sup>th</sup>	18 <sup>th</sup>	19 <sup>th</sup>	17 <sup>th</sup>	17 <sup>th</sup>
Quarterly financial reporting	31 <sup>st</sup> (CBHDP)			30 <sup>th</sup> (CBHDP)			31 <sup>st</sup> (CBHDP)			31 <sup>st</sup> (CBHDP)		
Six monthly reporting		15 <sup>th</sup> (WDC)	15 <sup>th</sup> (CBHDP)				1 <sup>st</sup> (WDC)	15 <sup>th</sup> (AWEP)				
Yearly reporting		15 <sup>th</sup> (AWEP)						15 <sup>th</sup> (WDC)	15 <sup>th</sup> (CBHDP)			
Annual Work Plan Submission					25 <sup>th</sup> (CBHDP) 15 <sup>th</sup> (WDC)							
AGM												
Christmas Celebration												23rd
Aniversary Day	15 <sup>th</sup>											
Visitor visit												
Board Meeting	*			*			*			*		
PDR	*						*					
Annual Planning Workshop							*					

## 2.10. Management Information System

A computerized management information system developed will feed the information in the following manner:

- The financial and statistical data will be received from the field every month with specific information on account heading and expenditure.
- The data will be verified, cross checked with financial expenditure and fed in the computer. The PME Team will follow up with the activity done and finance section will follow up with the financial expenditure relating to that activity.
- The analyzed information will be shared with the IMC for further action.

## **2.11 List of documents to be maintained**

### **a. Documents relating to finance**

- i.** Day Book
- ii.** Petty cash book
- iii.** Stock register- stationary and other items ( minor inventory)
- iv.** List of movable and immovable property (major inventory)
- v.** Financial guidelines
- vi.** Log book of four wheeler and two wheeler if applicable
- vii.** Vehicle allotment letter
- viii.** Photocopy of driving license of person authorized to drive the vehicle
- ix.** Rent agreement if rent is paid for any building in program location

### **b. Documents relating to Administration**

- i.** Procedure of handing over/taking over charge
- ii.** Visitor's diary
- iii.** Record of proceedings of staff meetings
- iv.** File of official correspondence with PME
- v.** File of official correspondence with government officials and other NGO's
- vi.** Album of photographs

### **d. Documents relating to Program Staff**

- i.** List of all the program staff
- ii.** Staff attendance Register
- iii.** Staff movement register
- iv.** Staffs leave record
- v.** Staff work related diary
- vi.** Year wise details of attendance in various training programs
- vii.** Photocopy of identity card

### **c. Documents relating to Program**

- i.** Approved annual action plan
- ii.** Baseline survey document
- iii.** List of target villages with population
- iv.** Development work commencing permission from local authorities if applicable
- v.** All the policies of SCN
- vi.** List of groups formed along with names of members
- vii.** List and details of NGO's with whom networking has been done
- viii.** List of LRE centers and year wise details of participants (if applicable)
- ix.** Letter of work accomplished from local authorities
- x.** Banner, poster, charts, hand bills, pamphlets.
- xi.** Literature, magazines and study material
- xii.** Project area Map

xiii. Register of program monitoring feedback from PME Team.

**d. Documents relating to Reports**

- i. Monthly report file
- ii. Half yearly report file
- iii. Annual report file

**2.12 Use Of Vehicles & Equipment:**

**a. Rules and regulations for use of scn vehicles and motorbikes**

"SCN Vehicle" in these guidelines should be SCN - owned motor vehicles (i.e. jeeps, pick ups, and motorcycles). The guidelines should also be followed where SCN has hired vehicles whenever this is possible. Some of the guidelines may be loosely applicable to SCN bicycles.

**b. Booking of the motor vehicles**

All bookings are subject to availability of vehicle and driver.

- i. The Administrative & Finance Officer is responsible for vehicle bookings. Other administrative staff (Accounts Officer, Finance officer and the Program Director) will cover for his/her while s/he is not available.
- ii. Bookings for both 'official' and 'private' use should be made well in advance, if possible at least one week before the required date and if cancelled, this should be immediately communicated to the Administrative & Finance Officer or other administrative staff if s/he is not available. This will help them to rearrange the vehicle schedule.
- iii. 'Official' booking ALWAYS takes priority over 'Private'.
- iv. When taking an official booking, Administrative & Finance Officer (Admin staff) should check and make sure whether or not the vehicle would be traveling to the same destination within a few days of the new request. If this is so, the concerned program/staff should be informed of so that they could make alternative plans, if possible (e.g. reschedule their travel date), for rational use of the vehicle.

**c. Official use**

- i. For any official travel outside of the valley, the 'Driver's Duty Order Form' must be approved by the concerned authority.
- ii. Each SCN vehicle has a logbook, which MUST be signed by the senior most passengers for every journey.

**iii.** The current rate is:

- Vehicle: Total mileage: fuel cost per litre/ 6 (km per litre) + 150% (maintenance charge) + driver's DA = Total payment.
- Motorcycle: Total mileage: fuel cost per litre/ 30 (km per litre) + 50% (maintenance charge) = Total payment.
- This cost recovery rate will be to cover mileage, maintenance plus the driver's expenses, therefore, subject to change as appropriate, which will be notified to the programmes through the administrative section.

**iv.** The DA rate for SCN driver will be as per the current rule but the rate for a driver hired on daily wages basis will be different.

If any staff shifts his/her *dera* from one location to another location, for the convenience of SCN work, the cost should be charged to the respective SCN programs. This is to be done with prior approval from the IMC.

#### **d. Private use**

- i.** Private use (hire) means an employee or groups of employees hiring a vehicle for private outings. It is NOT permitted to book the vehicle for other people (outside of SCN) than own family/relatives, for example to be used for weddings, picnic, etc. These vehicles are NOT to be used as a TAXI service.
- ii.** Booking for personal use will be taken on 'first come, first served' basis, however, the request for personal use will be automatically cancelled if the vehicle is required for official use.
- iii.** When vehicle is used for private use, the concerned person MUST sign the logbook.
- iv.** If SCN driver is booked and agrees to be hired out to drive SCN vehicle on a private basis during office hours, he must take this as leave. SCN drivers cannot be forced to drive for a private hire.
- v.** The current rate is:
  - Vehicle: Total mileage: 6 (km per litre) x fuel cost per litre + 40% (maintenance charge) + the driver's DA = Total payment
  - This cost recovery rate will be to cover mileage, maintenance (including service charge) plus the driver's expenses. Therefore, this is subject to change as appropriate, which will be notified to all through the administrative section.
  - Driver's DA rate:

The rate of DA will be as per the current rule. If the booking involves the driver spending the night away from base, an additional amount will be charged per night out and this rate will be as per SCN rules.

*The above rates will be paid to the drivers via SCN's accounts section.*

**e. Approved motor vehicle driver**

Only approved staff can drive the SCN vehicle. To become an approved driver, the employee must:

- i. Produce a valid driving license (approved by Government of Nepal)
- ii. Pass a ½ an hour test drive with the SCN driver
- iii. Be approved by the IMC.

**f. General**

- i. The driver and the Administrative & Finance Officer will check the vehicle logbooks monthly and inform accounts for bills for personal usage.
- ii. Both the driver and front seat passenger(s) MUST wear seat belt(s).
- iii. SCN will not be responsible for compensation for Non-SCN passengers, in the event of an accident, or injury/death whilst traveling in an SCN vehicle.
- iv. Staff members authorized to drive official vehicles MUST carry a valid driving license issued by Nepal Government while driving a vehicle otherwise s/he will be responsible for any trouble due to any such reason.
- v. SCN vehicle should not be driven after drinking alcohol. Any drivers not adhering to this restriction can be punished under strict disciplinary action (major offence).
- vi. SCN vehicles must always carry an emergency box (containing basic first aid medicines and badges), fire extinguisher, torchlight, tow cable, toolbox and a spare tyre.
- vii. Disciplinary action will be taken against the driver if found carrying non-approved and non-SCN passengers in SCN vehicles.

**g. Booking of the motorbikes**

SCN motorbikes are to help SCN Programs run smoothly and enhance office operation. However, these can be used for private use if not booked on official business. Employees using the motorbike for private use must pay mileage according to current SCN rates.

Senior staffs, which are allocated with motorbikes, will be allowed to keep SCN motorbikes at home during the period in the office. The

motorbikes will be issued with a formal agreement signed between the staff and SCN and will be treated as any capital item loaned to the staff. To keep these motorbikes up to the required standard and to avoid any future problems, all users should strictly follow the following rules:

#### **h. Eligible rider**

Only eligible staff can ride the motorbike. To become an eligible rider, the employee must produce a valid license issued by Government of Nepal.

#### **i. Vehicle Insurance**

Staff members are hereby informed that SCN vehicle insurance covers only the third party. Passengers and drivers are not covered under the Vehicle Insurance Policy.

#### **j. Maintenance:**

The Admin. & Finance Officer is responsible for arranging maintenance works. Therefore, it is expected that all maintenance works go through the AFO, as far as possible.

#### **k. Daily Inspection of Motor Vehicles**

Regular day-to-day check up of vehicles is required as a safety measure and to increase vehicle life. The assigned driver(s) should check-up vehicle before it is taken out every morning. Any problem should be immediately reported to the Administrative Officer and insure timely repair. The daily routine check up includes the following:

- *Tyre pressure*
- *Engine oils and lubricants*
- *Brakes*
- *Lights*
- *Brake oil*
- *General functioning*

#### **l. Daily cleaning**

It is the responsibility of the drivers to thoroughly clean and tidy the assigned vehicle. Therefore, they should arrange time to clean the vehicle before taking out of the office every morning.

#### **m. Periodic check-up**

Periodic servicing and check-up should be done as per the recommendation of the manufacturer. This may include brake

shoes, brake oil, fuel filters, oil filters and other various consumable parts as required.

#### **n. Repairs**

Any problem, which arises in a vehicle, should be reported to the responsible person(s) (i.e. Administrative Officer). The responsible person, after checking the problem, should recommend actions to the Finance Coordinator.

The main objective of having timely and proper repair and maintenance is to provide:

- *Safe and reliable transport*
- *Utilize full vehicle life*
- *Achieve optimum vehicle cost*

#### **o. Refueling Procedure**

Finance & Administrative Officer is responsible to issue directive to the drivers. All drivers are to ensure that fuel has been topped up and accurate amount of fuel filled is entered on the bill and same amount of fuel should be entered on the logbook.

When, field-going drivers will refuel their vehicles at their based station initially and then they are allowed to refuel on the way. Drivers are responsible to submit the fuel bill while submitting their travel claim.

### **2.13 Reimbursement of official travel expenses**

- a.** All travel expenses must be supported by valid to and from Bus/air/ tickets and proper narration must be recorded detailing, the purpose of travel, place from where to where, mode of transport, no of days of travels. It is encouraged to use local vehicle.
- b.** The program staffs who have been allotted vehicle shall maintain vehicle log book. For reimbursement Petrol/Diesel and servicing bills needs to be submitted.

### **2.14 Office Management**

#### **a. SCN Notices**

Prior notice on job related decisions should be given to the concerned staff members through the Finance & Administration Office. Other notices will be posted on the notice boards of the offices and sent to Projects Offices.

## **b. Movement Information**

Each SCN program/office should have a board showing staff movements. SCN administrative section should also maintain the information of vehicle movement on a white board.

## **c. Filing**

All programs should ensure that copies of SCN related documents such as correspondence with government, donors and copies of reports, proposals and other official documents be copied and filed in the SCN office central filing system.

## **d. Official Correspondence**

The chairman of the Internal Management Committee (IMC) will be the official correspondent on behalf of the IMC in all the matters relating to donor relationship, financial issues and policy matters. In consultation with the chairman of IMC the senior officer will be the official correspondent in relation to program operational and administrative matters.

## **e. Office Logo**

All SCN letter pads, stationary, stamp, logo, signboard and visiting cards should have a uniform layout.

### **• Rubber Stamps**

All SCN offices should use the SCN logo in it, which is the size approved by the SMC/N board and registered with the Government concern office with SCN's name in the boarder.

### **• Signboard**

All SCN offices should use uniform signboards similar to the stamps. SCN's full name should be on the first line accompanying the logo at the base of the name, then the name and address of the concerned program.

Where the program is jointly being operative with the involvement of local partners, the signboard would have a joint logo.

### **• Visiting Cards**

Visiting cards should also have SCN's name and logo at the top as in the signboard followed by the concerned staff member's name and address. The Finance Office can approve for the visiting cards for their staff.

## **f. Security:**

### **i. Central Office Security**

The Admin & Finance Officer should act as a Chief Security Officer for SCN. The Admin & Finance Officer and the Accounts Officer will assist the Admin and Finance Director or in the accomplishment of all work related to security matters. The Finance Officer is solely responsible to manage and assign Security and the office security system, under the guidance of the IMC. Any suggestion/complaint regarding security should be brought to the attention of the Executive Director.

SCN central offices have significantly valuable equipment placed in office buildings. The safe custody of these equipment and other assets is extremely important.

### **ii. Field Based Office Security**

Project Team Leaders are responsible to ensure the security matters in the project office.

### **iii. Cash Security**

- In the central office, accountants/Admin Office visiting banks on official duty must use office vehicle when large amount of cash is being carried. The officer can use motorbikes when no cash or small amount of cash is involved.
- Accounts Officer should ensure that an escort is requested when bigger amount is being handled. In emergency, one or two escorts should accompany accountants while carrying cash.
- There should be a limit of petty cash holding in every field office and this limit should not be crossed.
- Area Team Leaders are to ensure that office does not hold a large amount of the cash and the cash is safely deposited in the steel safe, including the cash box.
- Carrying of a large amount of cash in the field should, as far as possible, be avoided.

### **iv. Office Keys**

In the central office, the IMC members have access to, at all times, keys to all SCN buildings, including keys to individual offices. This will enable the staff members to have easy access to SCN property in cases of emergency.

### **v. Backup**

To prevent major or minor loss of data the users must make regular backups of their work. In this regard FAO will provide the assistance as well as maintain a standard backup. This will ensure

that even if something goes wrong and the working copy is lost or the hard disk crashes, the user can still continue working with another copy or on another computer.

**vi. Auction:**

- a. The Admin & Finance Officer will make a plan to dispose off old, unserviceable, worn and torn items and present to the IMC for the approval to organize to dispose such goods as necessary. Therefore, SCN programs should send such list of items to the AFC for disposal.
- b. The AFC will accumulate old major items and prepare a list of disposable goods and submit to the Senior Management Team meeting for approval. The IMC will discuss and delegate responsibility to arrange the disposal through various processes.

**vii. Office Store**

Record of all the items of office store will be maintained by the Admin and Finance section

Inward					Outward					
Date	Particulars of document/ file	Sent to:	Soft copy/ hard copy	Sent through: (signature)	Date	Particulars of document /file	Received from	Received through:	Soft copy/ hard copy	Remarks

**2.15 Procedure for Taking and Handing Over Charge**

All official documents, equipment, furniture and related office items bought from the program funds is the property of SCN. It is the responsibility of the concerned person to maintain a proper record of all such items. The outgoing staff on transfer or on leaving the services is legally and morally responsible to hand over the charge in writing to the incoming staff in the presence of two persons.

List of documents, equipment, furniture and other property belonging to the program will be prepared in duplicate and signed by outgoing staff and incoming staff taking over the charge in the presence of two persons. A copy of the charge handing over document will be maintained in the center office.

**2.16 Program Implementation Reports**

It is the responsibility of the Program Director to receive financial, statistical and narrative reports from the Program Officers and compile the progressive and annual program implementation reports.

- a. The program officer will submit the compiled reports to the Program Director and He/She will submit to Executive Director and Admin and Finance Director for scrutiny and finalization.
- b. After approval of the report will be send the report to the donor partners.
- c. The Program Director will maintain at a glance chart of report submission dates and will ensure that the reports are submitted on time.

### **Register for Receipt and Follow up of Reports and Action Plans from Other Projects**

Name of Project	Dated Action Plan received	Date Financial Report received	Date Narrative report received	Follow up Date: phone: Person spoken to:	Report forwarded to: Report: Name: Date: Soft copy/Hard copy	Signature of person received forwarded copy	Remarks

### **Details of Project Report Requirements (Other Projects)**

Name of Project	Person concerned (PO)	Contact Details	Report to be submitted		
			Monthly	Half yearly	Annual

#### **2.17 The evaluation of programs**

- a. The evaluation of the program will be guided by the terms and conditions of the program proposal.
- b. The evaluation will be done on mid-term or at the end of the program period.
- c. The external consultant/s with adequate experience will be appointed to do the evaluation.
- d. The nature of the evaluation will be participative and PME team will be closely involved in the entire evaluation process.
- e. The IMC will follow up with the recommendations of the evaluation consultant/s.

## **2.18 The lessons learnt**

- a. Throughout the duration of the program period efforts will be made to learn lessons and improve the methodology of program intervention.
- b. The mid-term and final evaluation will also identify lessons learnt.
- c. The lessons learnt will help plan for the future program intervention
- d. The PME unit will also facilitate cross learning between the different program locations to further improve the program.