

Prison Fellowship

Policy templates



These templates comprise all basic policies and guidelines for a growing organisation. They are intended to help build a stable foundation for the organisation.

They need to be customised according to local context. If adopted they should be understood and followed by all staff and volunteers.

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Organisational Processes



Under this section all processes relevant for running the organisation are described. The documents resulting from these business processes are regularly developed and revised, as defined in the process descriptions.

Overview:

1. Vision, Mission, Values
2. Goals and objectives
3. Strategy
4. Annual plan
5. Supplementary Budget – Changes under the year
6. General meetings
7. Organisational structure
8. Continuous Improvement

1. Vision, Mission, Values

Vision:

The vision describes the desired future position of our organisation. It is our aspiration and motivates us for the long run.

<...>

Mission:

The mission defines the purpose of our organisation's existence and specifies our role in society. It is realistic and achievable. It is a clear call to action and motivates us to accomplish our goals.

<...>

Values:

The core values are essential and enduring guardians of our organisation. The entire behaviour of our organisation revolves around these.

<...>

2. Goal and Objectives

Goal(s):

The goal is broad and set for a longer period of time. Objectives are the manifestation of the goal. The objectives state how the goal shall be achieved. They are clear, within reach and challenging.

Goal: <...>

Objectives:

Objectives are the manifestation of the Goal. The Objectives state how the Goal shall be achieved. They are clear, within reach and challenging.

These Objectives <...>

3. Strategy

The organisational Strategy is set for 3-5 years and is the basis for the annual plan. By implementing the annual plan, strategy will be realized.

<LINK TO STRATEGY DOCUMENT>

4. Annual Plan

The annual plan describes the activities to reach the objectives. This plan is the basis for the detailed work plan.

The annual plan will include:

- Overall organisational overhead budget
- Long term programs plan and budget
- Project based projections

<LINK TO ANNUAL PLAN>

The process for annual planning is described in the standard process description below. For each step, the person, owning the indicated role, is required to carry out the kind of activity, which is described.

Process steps	Preparation for annual planning meeting	Annual planning meeting	Document preparation and presentation to Board
Executive Director			
Programs department			
Finance controller			

5. Supplementary Budget – Changes under the year

Due to the fact that up-coming Projects do not necessarily follow the yearly planning pattern, Supplementary Budget Plans need to be prepared during the year.

6. General Meetings

General meetings enable us to exchange information, discuss topics to be clarified, to plan and to decide. There are two categories of General Meetings:

- Project and Program related meetings
- <...>

The meetings should be structured along the following lines:

Meeting	Project and Program related meetings
Aim	In order to reach program and project goals requires a solid plan and close cooperation with all levels of staff and volunteers.
Participants (regular)	
Participants (optional)	
Meeting moderator / leader	
Minutes taken by	
Minutes approved by	
Open points restated	
Meeting frequency	Monthly to quarterly
Normal discussion topics	Solve problems; decide; new ideas
Normal information topics	Inform on progress for common understanding; Encourage!
Agenda created by	

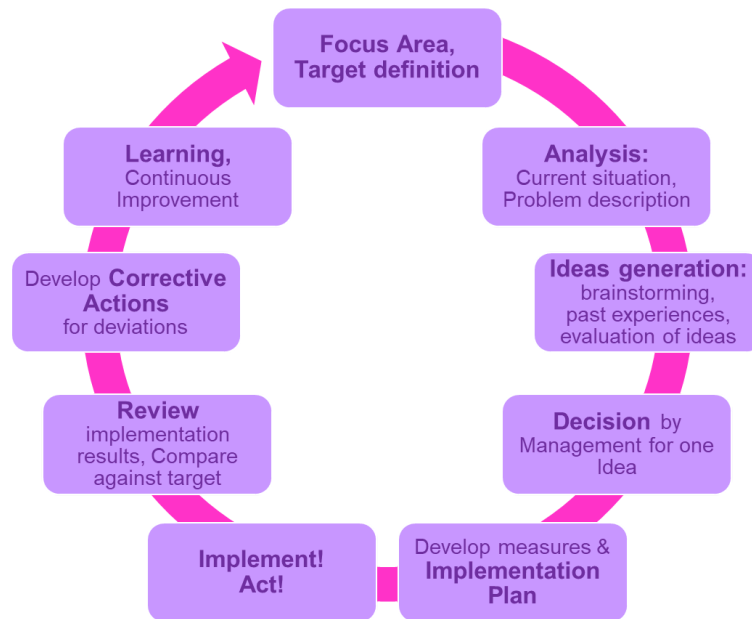
7. Organisational Structure

The organisational structure shall be aligned to best serve the implementation of our objectives. Therefore, the features of our organisation shall be simplicity, flexibility and continuity. There will be clear lines of authority with proper delegation of authority.

<LINK TO ORGANISATIONAL CHART>

8. Continuous Improvement

The continuous improvement process shall be basically applied to all areas of our organisation. For instance, when malfunctions indicate the need for a lesson to be learned, this is a good opportunity to start a continuous improvement process.



1. Process description

- a. Areas for improvement: Where do you see the biggest potential for optimization or necessary improvements?
 - Opportunities
 - Inefficiencies, bottlenecks
- b. Target definition – What shall be achieved? Improving the processes, solving problems, enhancing efficiency, further growth or optimization of current status or a combination of these?
 - Definition of targets
 - Areas of action
- c. Analysis – Challenges: In the chosen area, what are the problems, challenges and opportunities?
 - Conflicting targets
 - List of problems, barriers, challenges
 - Description of main problems
- d. Idea generation: Think of ideas and solutions, which grasp the opportunities, solve the problems.
 - Idea generation
 - Brainstorming
 - Involve specialists and non-specialists
 - Definition of measures
- e. Measures already tried or tested: What of the improvement ideas did not work out or did not reach the defined goals? What needs to be done to worsen the result?

- Past experiences in this area
- Past opportunities not yet exploited

Are there special situations in which the current structure or process works perfectly? Or in which the challenges or problems do not occur?

- What are the factors that influence the process or result?
- What needs to be done so that the result is completely achieved?

f. Decision Preparation – Positive Effect: What are the advantages if we don't change structure or process?

- Leave it as it is versus situation after implementation of measures
- In which fields will the change happen?
- What will be the positive effect in these fields in case of no change?

g. Decision Preparation – Reaching the goal: What would change when the goal is achieved? New challenges or some disadvantages showing up?

- Imagine the implemented measure and the changed process!
- Think it through step-by-step!
- What are side-effects?
- What needs to be additionally planned or prepared in order to be successful in the long-term?

h. Decision Preparation – Planning of measures: Develop measures for improvement on the basis of the inputs from above. Set up a plan of the measures, with activity, resources, timing and responsibilities.

- Planning of implementation of measures
- Implementation steps with
- Responsibilities
- Timing
- Resources
- Supportive actions

Present the Plan to the Management Team Meeting and submit the request for decision.

Depending on the decision move on to the Implementation or repeat the Decision Preparation.

i. Implement! Act! Review & Corrective Actions: During and after implementation check the results. Find out deviations and develop corrective measures or if necessary and possible, tune the goal.

- Compare implementation against the target description!
- Where is the target result achieved, overachieved, missed?
- What are the reasons for deviations?
- Develop measures in order to finally achieve the targets!

- Modify the targets!
- j. Learning/Continuous improvement: What did we experience during the improvement process? Think of the effects in terms of the content and on effects other than on the content level, e.g., emotional level. How can we apply these experiences to the next activity?
- What is the lesson we learned out of this project?
 - What was good?
 - What was bad?
 - How did we feel in the different phases of the project?
 - Prepare a list which will be studied before starting a similar project!

Office Policy



In order to implement our Vision, Mission and plans, PFX believes that strong office administration provides a solid basis for a good working environment. Ultimately we would like all staff members to act as if they were family members. However it helps to define some rules to ensure an appropriate working environment for all. They shall also safeguard our organization's human, financial and material resources.

Overview

1. **General Office Rules**
2. **Document Filing**
3. **Staff Social Welfare Fund**
4. **Travel Allowances**
5. **IT Equipment**
6. **Use of Vehicles**

(1) General Office Rules

New Staff Members:

- Upon joining, each staff member needs to fill in the personal information form and provide it to the Admin Unit, who will keep the document.

Office Attendance:

- Office hours:
- Working time:
- Official workweek: Monday to Friday
- Other types of attendance: Home office, external visits
- Time sheet /Attendance Register: Staff members must keep an attendance register

Dress:

- Male staff clothing: Pants/Longyi and shirt (T-Shirt without collar and are not allowed to wear in office and meetings)
- Female staff clothing: Dress, suit and similar dress attire (Short pants and skirt are not allowed to wear in office and meetings).

Communication:

- Office Telephone: Telephones are used only to receive and place official calls. Private telephone calls are made on staff member's personal mobile phone
- Office Internet/Email: Computers are used only for official purposes. It is not allowed to use office computers for private purpose, like game playing, private Video watching
- Office Computer: Without approval of an authorized person, any software for social networking or office software should not be installed on the office computer
- If the staff has lost office material physically, the staff has the responsibility to compensate the material value, which is calculated according to the depreciation rules

Internal and External Memos, Records and Reports

- All Internal or External Memos, Records and Reports shall be signed by the Director of PFX. If the Director is not available (travelling), the Deputy Director shall sign it

Housekeeping:

- Lights/ Computers /Air Conditioning: Turn off when not in use!
- Kitchen Usage: Shall always be clean, left as found prior to a staff member's use
- Cleaning: Office facilities (personal offices, meeting and common rooms) are always kept neat, clean and in order

(2) Document Filing

Office Administration is filing the following documents:

- Project Contract Documents
- Office Administration related documents, like Time Sheets, Staff Attendance Records, Meeting records, Letters in and out, Memos
- Internal Announcements in hard copy and soft copy

All Staff Members have the responsibility to file:

- Emails to other Staff Members, which are related to External information
- Email exchange with External Partners

(3) Travel Allowances

As for Business Travel, the Per Diem Allowances shall apply for all PFX Members, regardless of the position and grade.

Category	Allowance
Breakfast (6:00 - 9:00 AM)	
Lunch (12:00 - 15:00 PM)	
Supper (17:00 - 22:00 PM)	
Daily allowance	
Overnight hotel stay	

(4) IT Equipment

Depending on the position and grade, different IT Equipment is assigned. This rule had been decided due to the fact that the requirements of equipment functionality are related to the grade or position of the Members.

Office assets can be borrowed by staff, they have to fill in the material borrower form, in which the recommendation of line supervisor and approval of the Admin Officer is required.

Budget Range	Phone Bill	Computer		Cell phone	
Position	up to	from	up to	from	up to
Executive Director					
Programs Director					
Project Manager					
Coordinator					
Officer					

(5) Use of Vehicles

Vehicles are provided for Program and Project operations, managed by the Office Administration. Only authorized persons are allowed to use PFX vehicles. The costs of fuel are paid by the Office Administration.

Finance Policy



Overview

1. Income and Bank Information
2. Remittance / transfers between accounts
3. Withdrawal
4. Cash Management and foreign Currency
5. Advances
6. Payments and Reimbursements
7. Monthly or quarterly Reconciliation for each Projects
8. Financial Report & Income Statement
9. Asset and Inventory Management
10. Internal Audit
11. External Audit

(1) Income and Bank Information

All income of the organisation has to be deposited in dedicated Bank Accounts. The dedicated bank accounts are under the direct management of the Treasurer / Finance Director.

Bank accounts are listed according to details below:

- Account Name:
- Account Number:
- Bank Name:
- Bank Address:
- SWIFT Code:
- Names of Account Holders:

<ADD ACCOUNTS AS NEEDED>

2. Remittance / transfers between accounts

Remittances are done by transferring money from X to Y account. Approvals for remittance have to be in accordance with the **Delegation of Authority (DoA)**, **approval limits** and **cash limitations** described below.

Position	Approval limit
Program Director	X,000.00 USD
Project Coordinator	X,000.00 USD
Project Officer	X00.00 USD

- All contracts and financial transactions have to be signed by a minimum of two people
- Budget holders cannot approve his/her own requests and expenses
- Budget holders can approve expenditure as per limits and for project as defined
- Department heads expenses have to be approved by the next highest level of management

Cash Box / Petty Cash:

There shall be a maximum of \$X.00 kept for all projects.

The process for remitting money is described in the template below:

	Phases	Remittance to Office				
	Process Steps	Remittance to Office	Verification	Approval	Bank Transfer	Reporting & Monitoring
Roles	Director	Request Program Budget max. every 2 months				
	Program Coordinator			Approve Remittance based on DoA		
	Accountant		Receive the remittance request			Submit monthly expense report
	Cashier				Transfer the requested payment	
	Director			Approve Remittance based on DoA		
Documents	Expense Report/Project Expense Ledger					Input
	Bank Book/Bank Reconciliation				Input	
	Cash Request Form	Input	Input	Output		

(3) Withdrawal

For withdrawals, a cash request form has to be filled in by the accountant. The withdrawals require an authorized signature of the person recommending the withdrawal and another one authorizing the withdrawal. The authorisation shall be in accordance with the DOA, see “Delegation of Authority, Approval Limits and Cash Limitations”.

- The Cashier is maintaining the “Cash Record Book” on daily basis
- The Admin Officer is maintaining the “Petty Cash Book” on daily basis

The process of making a bank withdrawal is described in the template below:

	Phases	Withdrawal				
	Process Steps	Request	Verification	Authorisation	Cash Amount	Control Petty Cash
Roles	Accountant	Complete Withdrawal Request, one week ahead				
	Cashier				Keep amount in Safe Box and keep Record	
	Treasure		Receive Withdrawal Request and verify	Seek Recommendation		
	Admin Officer					Keep Record, Administration of Petty cash Box
	Program Manager			Recommend Withdrawal, Approval based on DOA		
	Director			Recommend Withdrawal, Approval based on DOA		
Documents	Petty Cash Book					Input
	Cash Record Book				Input	
	Cash Request Form	Input	Input	Output		

(4) Cash Management and foreign Currency

The organization must always ensure that it maintains sufficient financial/cash liquidity to pay its current financial obligations. The Cashier shall keep the safe box code and the Finance Officer shall be responsible for the safe key.

Cash in the safe (Petty Cash) is limited to a maximum amount. In case there is a need to keep higher amounts of Cash, the Cash Threshold Form needs to be filled in with explanations about the special needs.

The Cashier maintains the “Cash Record Book” on a daily basis. Cash is counted every month and the Balance Sheet filed by the Financial Officer.

The process of doing the monthly cash count is described in the template below:

	Phases	Monthly Cash Count	
	Process Steps	Preparation	Filing
Roles	Accountant		
	Finance Officer	Check the Cash Count Balance Sheet maintained by Cashier	Keep the monthly Cash Count Balance Sheet
	Cashier	Maintain monthly the Cash Count Balance Sheet, based on Cash Record Book	
Documents	Cash Record Book	Output	
	Cash Count Project Balance Sheet	Input	Output

If foreign currency is received in the bank account, the amount is to be exchanged into local currency. The day's exchange rate on the receipt from the bank or institution has to be attached.

(5) Advances

Advances are provided to staff members for official use only. All staff members must complete and submit the “Advance Request Form” to the Accountant. The form must be submitted two working days in advance. Approvals of advances have to be in accordance with the DOA, see “Delegation of Authority, Approval Limits and Cash Limitations”.

The process of granting an advances is described in the template below:

	Phases	Advances			
	Process Steps	Request	Verification of Payment	Approval and Payment	Submit Receipt
Roles	All Staff from Program or Project or Office	Complete and Submit Advance			

		Request to Accountant;			
	Accountant		Verify the Advance Request		Settlement of Advance
	Program Manager			Approval based on DOA	Approval based on DOA
	Director			Approval based on DOA	Approval based on DOA
Documents	Advance Request Form	Input	Input	Output	Input

New advance request cannot be taken until the previous advance request is settled. If the reason is clearly stated, endorsed by the Line Manager and approved by the Budget Holder, the 2nd advance request can be granted.

All staff members can request advance for their project operation. The approval will be requested as specified in the DOA, see “Delegation of Authority, Approval Limits and Cash Limitations”.

(6) Payments and Reimbursements

Payments and reimbursements are made to the suppliers, consultants and staff upon receipt of goods or services. Approvals of the payments and reimbursements have to be in accordance with the DOA, see “Delegation of Authority, Approval Limits and Cash Limitations”.

In general, for all payments or reimbursements, staff are required to keep receipts when purchasing goods and/or services. All expenses must be receipted. Receipts must not be changed or modified. If a receipt cannot be obtained from a vendor, the “Acknowledgement Receipt” form for expenses needs to be filled in. In the same way, in case of allowance payments for food, travel and per-diem, then an “Acknowledgement Receipt” needs to be filled in as well. It is not permitted to complete the “Acknowledgement Receipt” and be the beneficiary at the same time. If a receipt cannot be obtained for payment of an honorarium or of a special event, an approval from the line manager is needed.

Hand-written receipts must include the following details:

- Name of the shop/place of purchase
- Date of purchase
- List of each item repurchased and amount
- Total purchase amount
- Vendor’s signature and telephone number (only for handwritten receipts and receipts printed from a calculator or cash register with no letterhead)
- Stamp indicating the item(s) have been paid for

Based on donor requirements, receipts may need to be translated into English and be attached with the finance records.

The process of payments and reimbursements is described in the template below:

	Phases	Payment/Reimbursement			
	Process Steps	Reimbursement Request	Verification of Payment/Reimbursement	Approval	Payment or Reimbursement

Roles	All Staff from Program or Project or Office	Prepare Payment or Reimbursement Request and submit to Finance Officer and Finance Controller			
	Accountant		Verify the Advance Request		Settlement of Payment/Reimbursement
	Program Manager			Approval based on DOA	Approval based on DOA
	Director			Approval based on DOA	Approval based on DOA
Documents	Payment or Reimbursement Request	Input	Input	Output	

(7) Monthly or quarterly reconciliation for each project

The Accountant prepares the reconciliation for each project. The Finance Officer checks the data and inputs data into the system. The review is done by the Director. Reviews are done either monthly or at least quarterly.

The process of reconciliation is described in the template below:

	Phases	Reconciliation for each Project			
	Process Steps	Preparation	Cash Balance	a) Review for KBC HDD Projects	b) Review for External Projects
Roles	Accountant	Prepare Project Balance Sheet for each Project			
	Finance Officer		Prepare Project based Cash Balance Sheet		
	Program Manager			Review, in case of Delegation by Director	Review, in case of Delegation by Director

	Director			Review Project based Balance Sheet for	Review Project based Balance Sheet for and release Submission to External Project Partner
Documents	Project Balance Sheet (& Project)	Input	Output	Output	Output

(8) Financial Report & Income Statement

At the end of the month, the Accountant is requested to prepare a consolidated balance sheet and income statement. This enables the Director and Program Manager to review the financial status of the Projects. These documents need to be stored carefully.

The process for financial reporting and income statement is described in the template below:

	Phases	Accounts: Financial Report & Income Statement				
	Process Steps	Preparation	Organisation	Review	Data Storage	Data Security
Roles	Accountant	Prepare consolidated Zone Balance Sheet at the end of the month; Submit Balance Sheet of all Projects for Organising the Accounts				
	Finance Officer		Organize the Accounts monthly and Report to Reviewer			
	Program Manager			Review, in case of Delegation by Director	Keep the Reconciled accounts on the organizational computer	Store all Backups in a secure off-site location
	Director			Monthly Review with Program Manager, Finance Officer		
Documents	Financial Report	Input	Output	Output	Output	Output
	Income	Input	Output	Output	Output	Output

	Statement					
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(9) Asset and Inventory Management

The management of Assets depends on the value of the purchase amount of the material or equipment. “Value ranges for Asset and Inventory Management”, and the criteria for the management are listed below. All purchased materials and equipment need to be recorded and managed either in the “Asset management spreadsheet” or in the “Inventory log”. The Logistics Officer is responsible for maintaining and managing these documents. At least once a month, the Logistics Officer has to up-date both lists.

Value ranges for Asset and Inventory Management

- Assets will be considered property when under X,00USD
- Assets will be considered inventory and be coded when the value is between X,00USD and Y,00USD
- Assets will start from over Y,00USD

Note: All assets of PFX are fully recognized as their properties.

- **Stocktaking:** At the end of the fiscal year, the Logistics Officer initiates stock taking of all assets and inventories by checking the physical existence and the code number.
- **Depreciation:** Assets and inventories are depreciated in accordance to a linear or straight-line depreciation method. It means the depreciation amount is unchanged over the period of depreciation. The depreciation period depends on the useful life of the item as per the table below.
- **Write-off:** The earliest date to write-off or replace the items is after reaching the end-of-life period or after the item is damaged. The process of writing-off needs to be documented and is permitted by at least 3 Officers. Written-off items could be given away to staff members. A donation receipt shall be shown when receiving the item.
- **Borrowing assets:** Staff members are allowed to ask to borrow office assets. They shall fill out the “Borrower Form”, have this signed by their line manager and then seek approval from the Admin Officer. In case the asset gets lost or damaged, the staff member has the duty to compensate the loss based on the calculated material value after depreciation

Category	Items	Useful life for replacement	End of life
Immediate obsolescence	Printing consumables (Ink, toners, etc DVDs, USBs, Batteries	As per usage	Immediate upon loss of function
Very fast obsolescence	Tablets, Cell phones	2 years	3 years
Fast obsolescence	Laptops, Cameras, Projectors, External hard drives	4 years	6 years
Medium obsolescence	Desktop computers, Printers, Scanners, Copiers, TVs	5 years	8 years
Slow obsolescence	Vehicles	10 years	12 years

The process for Asset and Inventory Management is described in the template below:

	Phases	Asset and Inventory Management		
	Process Steps	Purchase	Management	Stocktaking of Assets and Inventory
Roles	Logistics Officer	After purchase of material or goods, decide on Asset or Inventory Management, register item with a given Code in the Lists and attach Code-Label to the material or goods.	On monthly base up-date the "Asset Management Spreadsheet" and the "Inventory Log".	At the end of the Fiscal year initiate Stocktaking based on the "Asset Management Spreadsheet" and the "Inventory Log". Ask the Admin Officer and one more Officer to join in the Stocktaking process and confirm the data.
	Admin Officer			Confirm the physical presence of the listed Assets and Inventory
Documents	Asset Management Spreadsheet	Input	Input	Output
	Inventory Log	Input	Input	Output

(10) Internal Audit

An internal audit may be carried out every six months. The audit aims at making sure all finance processes are applied in accordance with the guidelines and all financial actions are controlled, resulting in transparent financial results. The Executive Director is responsible for the audit.

The process for the Internal Audit is described in the template below:

	Phases	Internal Audit, half yearly	
	Process Steps	Preparation	Review
Roles	Accountant	In case of Delegation by Finance Officer: Prepare all documents for the internal Audit	
	Finance Officer	Prepare all documents for the internal Audit	Present the documents of the internal Audit
	Program Manager		Audit Review, in case of Delegation by Director
	Director		Audit Review
Documents	Project Balance Sheet (& Project)	Input	Output
	Expense Report/Project Expense Ledger	Input	Output
	Bank Book/Bank Reconciliation	Input	Output

	Project Bank Book (Excel)	Input	Output
	Cash Record Book	Input	Output
	Cash Count Project Balance Sheet	Input	Output
	Income Statement ()	Input	Output

(11) External Audit

Upon request from a donor, an External Audit may be carried out. The External Audit assures the donor that their funding is used as agreed and accounted for according to organisational policy and donor guidelines. The Finance Director is responsible for coordinating the audit and presenting the required documents. This task might be delegated to the Accountant.

The process of External Audit is described in the template below:

	Phases	External Audit	
	Process Steps	Preparation	Review
Roles	Accountant	In case of Delegation by Finance Officer: Prepare all documents for the internal Audit	
	Finance Officer	Prepare all documents for the external Audit	Present the documents of the external Audit
Documents	Project Balance Sheet (& Project)	Input	Output
	Expense Report/Project Expense Ledger	Input	Output
	Bank Book/Bank Reconciliation	Input	Output
	Project Bank Book (Excel)	Input	Output
	Cash Record Book	Input	Output
	Cash Count Project Balance Sheet	Input	Output
	Income Statement ()	Input	Output

Human Resources Policy



Overview

- 1. Objectives of the Human Resource Guideline**
- 2. Guiding Principles**
- 3. Human Resource Management Team**
- 4. Recruitment**
- 5. Competence framework for job requirements**
- 6. Staff performance appraisal**
- 7. Staff Benefits**
- 8. Terms of Accomplishment and Resignation**
- 9. Sanctions**
- 10. Agreement Termination**

(1) Objectives for the Human Resource Policy

- To maintain consistency and predictability in decision-making
- To ensure transparency and accountability in human resources management and development
- To maintain quality standards in the management of human resources
- To provide a guideline to be followed in recruitment and selection of suitable candidates, and in the management of staff mobility e.g. redeployment, promotion, demotion, and transfer of staff
- To promote fairness, equity and transparency in the selection of candidates, especially equal opportunities for the candidates and staff members

(2) Guiding Principles

- The recruitment process shall be equitable and aligned to the Government's HR policies
- The recruitment and selection process shall be ethical, professional and will respect candidate's inalienable right to privacy and confidentiality
- Prospective employees shall have an equal opportunity to apply for, and be selected to positions for which they qualify
- The positions will be advertised internally and externally through circular notices and media before being filled

- The job requirements shall serve as criteria for selection, to ensure job applicants will not be discriminated against
- All recruitment and selection activities and decisions should be documented and stored securely for five years
- The various assessment tools used for selection shall be applied on the basis of job requirements
- The recruitment, selection and placement of officers shall be a shared responsibility between the Human Resources Officer and the related line management

(3) Human Resource Management Team

The Human Resource Management Team is composed of 3 - 5 members, Core Team members: Deputy Director, HR Officer and Program Manager. They will manage and ensure getting the right person, in the right place and at the right time.

- All staff members, except directors, are appointed based on project duration
- Volunteers are recruited by the Project Officer or Facilitator
- All staff are contracted staff

(4) Recruitment

Employment is based on the needs and requirements of the organization. The organization recruits candidates on the basis of an applicant's work knowledge, skill competencies, and experience.

Recruitment is normally a seven step process:

1. **Advertising**
2. **Screening**
3. **Interviews**
4. **Reference checks**
5. **Job Offer/Appointment**
6. **Job Placement and Induction**
7. **Probation followed by confirmation or termination**

To begin a needs analysis for the job will be completed by the related program manager with support from Human Resources. A job description will be completed according to the standard template outlined below.

Advertising

- All positions shall be advertised internally and externally using circular notices and media
- Human Resources shall compile the advertisement in consultation with related line manager
- The job description shall be used to compose the advertisements. The advertisements shall be formulated in such manner that it does not allow direct and indirect discrimination
- Adverts should indicate:
 - The job title
 - The job reporting lines
 - The location of the job
 - The responsibilities of the job
 - Duties and task as contained in the Job Description
 - Competencies required
 - Terms of appointment
 - Contact person

- Notice on the applications, which shall be tendered in a relevant application form
- Where application forms can be obtained
- Closing date
- A database of all advertisements and applications shall be kept safely by HR

Screening

- Screening of applications is in the responsibility of HR and the related line Manager
- The job requirements as contained in the advertisement shall be the criteria for including or excluding candidates on the candidate screening list
- Screening shall be done by two or more people, minimum one from HR and one being the related line manager
- In the case of scarce skills, where suitable candidates could not be identified through screening, head hunting and referrals shall be used to source candidates

Interviews

- All candidates on the candidate screening list shall be subjected to preliminary interviews
- Where applicable, candidates who meet job requirements in specific areas shall undergo auditions
- Each applicant on the interview-list shall be informed about the selection process
- The candidate's responses during the interview shall be documented
- All questions must be based on the job requirements, as defined in the "Needs analysis for establishment of requirements", see Chapter a).
- A minimum of two to a maximum of four candidates shall be interviewed per position
- The HR Officer shall guide the panel members in the interview process
- All candidates should response to the same set of interview questions which will be determined in advance. Additional questions may be formulated to clarify and elicit more information after a response from the candidate.
- Weak and sore points in the candidate's presentation and answers, which are crucial for the Job, shall have a special focus in the interview.

Reference Checks

- Reference checks shall be conducted for the potential candidates.
- A list of reference questions, prepared by the HR Officer shall be used in reference checking. The questions shall be based on the requirements of the job. A telephonic interview shall be conducted with the candidates' referees and/or previous employer.
- If concerns are identified during the reference check, the HR Officer shall consider other options, such as additional reference checks.
- All information obtained in the reference check shall be documented.
- When a decision is made not to offer a candidate a job based on the outcome of the reference check, the basis of the decision shall be documented.

Job Offer/Appointment

Appointment shall be on either of the following terms:

- Permanent
- Consultant
- Volunteer
- Internship

The job offer is only done once the process of selection has been concluded. Therefore, an offer of employment, verbally or otherwise, before the selection process is concluded, is unethical and therefore not permitted.

In case of selection of an internal candidate (negotiating release):

- Once the most suitable candidate for an internal position has been identified, and before the job offer is made, HR shall inform the candidate's current manager and discuss the date of release
- When determining the date of release, the interest of the candidate and the employer shall be jointly considered
- The negotiated release date will not exceed 2 weeks from the date the job offer is made unless reasonable justification can be made for the extended period and is authorized by the related Line Manager
- Once the successful candidate accepts the offer, Human Resources shall issue a letter of appointment
- HR in consultation with the related Line Manager shall ensure that all logistical arrangements regarding the date of assumption of duty, time, location, office, furniture, stationery, etc. are in place

Job placement and induction

Newly appointed applicants shall be oriented HR and the related line manager within the first two to four weeks after appointment. The content for the generic induction programme shall include the complete Policy Handbook with a focus on:

- Organizational Vision, Mission, Values and Objectives
- Organizational Structure
- Compliance Policy
- Human Resources Policy
- Procurement and Logistics Policy
- Finance Policy
- Safety and Security
- Compliance policies

Probation followed by confirmation or termination

Probation is a period of review and appraisal to ensure that the organization and the new Staff Member are satisfied with each other's expectations and performance. Ongoing permanent employment is provided only when the Staff Member satisfactorily completes the probation period. Upon hiring, new Staff Members, they enter a probation period of three months. If the new staff does not satisfy the work tasks, performance, skills and attitude, expectation, the contract with the new staff will be terminated during the probation period. Reviewing the new staff probation is in the responsibility of the line manager.

HR should process confirmation for the staff upon his/her satisfactory completion of the 3 months' probation period of service. After successful completion of the probation period, the work contract shall be signed.

(5) Competence framework for job requirements

In order to catch all relevant requirements for the job, it is helpful to align the requirements in a competence framework. The framework seeks to define criteria in all relevant fields and not to omit areas which later could prove to be important for fulfilling the job. This framework is based on the one developed by United Nations Development Programme (UNDP):

- **Self-management:** Abilities required for awareness of multiple dimensions of self and making use of this to be effective in a specific role
- **Relationship management:** Abilities enabling an effective engagement, collaboration and shaping of relations with people and environment

- **Knowledge and methods:** Knowhow required for understanding and working within the changing dimensions of the cooperation landscape for achieving desired Outcomes
- **Learning to transform:** Understanding individual learning styles, preferences and motivation to continuously upgrade one's own competencies for greater work effectiveness

Derived from these four competence areas, the following key competences had been derived:

Competence level	low	medium	high
Relationship management			
Collaboration (Trust relationship, appreciation)	Individually working	Team player	Team leader
Communication (Convincingly presenting, Active listening)	Listening	Active listening	Presenter
Organisation and moderation of meetings	No skills required	Moderation abilities	Moderation skills
Ability to negotiate with suppliers and partners	No skills required	Negotiation abilities	Negotiation skills
Management (Delegation of tasks, decisions based on trust, respect, motivation, results oriented)	No skills required	Managing a medium sized team	Leading several teams
Professional competence			
Knowhow	Trainings	University degree	Masters degree
Ability to work in a structured and systematic way	Understands structures	Ability to work systematically	Skills to develop structures
Experience	No experience required	2 years	5 years
Computer	Basic skills	Word processor and spreadsheet skills	Skills with a wide range of programs and cloud computing
Languages	Basic X language	Good X language	Fluent X language
Self Management (Awareness, self reflection)			
Challenging and responsible task, risk of project success	No special task challenges	Challenging task, ownership required	Challenging task, high level of ownership required
Willingness to adapt to working	No specific	Medium motivation to	High motivation,

environment	requirement	adapt to environment	adapt to working conditions and travel required
Willingness and commitment to serve	No specific commitment	Willingness to serve	Commitment to serve
Resilient under stress	Moderate stress level	Robust under stress	Work under pressure
Learning to transform (Motivation to up-grade knowhow for effectiveness)			
Up-grade knowhow	Not required	Engagement	Initiative required
Up-grade personal soft skills	Not required	Engagement	Initiative required

(6) Staff Performance Appraisal

Peer appraisal: The Staff Performance is monitored by a Peer Appraisal System. The system is designed to monitor and improve the job performance. It is done by all Staff Members. The Managers and Directors are included in the process. As a part of the appraisal process, a Staff Member is assessed based on the feedback given by the colleagues. This feedback is anonymous.

One time a year, all Staff Members fill-in an Appraisal Form, giving feed-back on their peer Staff Members. The filled-in forms are submitted to the HR Officer, who reviews the results. He gives report in the HR Core Management Team, especially when questions of development of personnel are discussed. The Superior gives feed-back to the Subordinate based on the peer review.

Agenda for the Appraisal Meeting:

- Greeting
- Superior gives the appraisal on job performance, relationship capacity, knowledge, self-management and learning to transform.
- Review and agree on objectives for the following 12 months
- Subordinate gives feedback to Superior especially regarding leadership and stimulation
- Wrap-up by Superior recalling agreed actions and notetaking if requested
- Appreciation

(7) Staff Benefits

A Staff Member is provided with a level of salary that is consistent with the organization's vision and mission. Staff Members are granted other benefits with the approval of PFX SMT for the following:

- PFX pays external consultants and resource persons an honorarium for official activities when specified in the organizations, or in a specific projects budget.
- Leave: Any leave has to be requested by Staff Members to the line manager. Staff Members can request to take leave for the reason of health, education, family. With the approval of line manager, short leave (less than one week) can be approved and long leave (more than one week) have to be approved by Management Team.
- Paid Leave:

- Maternity / Paternity: XX days (Office Open Day)
- Annual: XX days
- The Total Leave which can be taken is (X) days per year.
Leave taking general procedure:
 - 2 days in advance request for 1 - 2 days leave
 - 5 days in advance request for 3 - 4 days leave
 - 1 month in advance request for more than 5 days leave
- Note regarding Leave:
 - In the emergency or sickness case the Staff member will contact his line Manager and ask for approval of leave taking. Leave can be taken from annual leave as casual leave by approval of line manager.
 - Without leave request, leave days or non-attendance office days outside of the PFX official leave, will be not be paid.
 - Taking leave over a month (except maternity) shall be without pay. Every leave record shall affect the salary payment.
 - Leave shall not be carried over into the next year.
- Holidays: Staff Members have holidays according to PFX official Holidays and the National Holiday. In case of emergency, if needed, Staff Members must be available to work.
- Medical Support: All PFX Staff Members with a full-time employment contract are eligible to the benefits of this plan. The health care plan covers to XX% expenses of in- and outpatient treatments in hospitals and clinics in Myanmar during the staffing period including staff giving birth to children. Normal delivery will be covered by \$XX.xx
However, a chronic medical condition, illness, or injury (dental, eye. etc.) for which medical treatment was received or which was known to the employee before start working with PFX, will not be covered.
- Special Activities: Invitation letters of social activities or special occasions named shall be provided, the participation is allowed after approval of the invitation letters by the Director.
- Trainings:
 - Staff Members shall have the opportunity to participate in training or workshops invited by other organizations, when approved by the Deputy Director.
 - Staff Members shall attend all staff capacity building training organized by PFX.
 - After Staff Members serve faithfully and accomplish the term at PFX, he/she shall have an opportunity to be supported for a scholarship, when applied for and approved by the PFX Committee.
- General Note: All Staff Members are granted the same benefits within PFX.

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5
A	Executive Director	\$	\$	\$	\$	\$
B	Program Director	\$	\$	\$	\$	\$
C	Manager	\$	\$	\$	\$	\$
D	Coordinator	\$	\$	\$	\$	\$
E	Officer	\$	\$	\$	\$	\$

(8) Terms of Accomplishment and Resignation

Resignation can be done by any staff upon their dissatisfaction about working with PFX, upon their preparation for academic or other reasons and upon the accomplishment of activities as well as the termination of the project.

For resignation, the following procedures should be processed officially:

- **Notice Period:** A Resignation Letter must be submitted to the Director with copies to the related supervisors a minimum of thirty (30) calendar days for junior Staff Members and a minimum of sixty (60) calendar days for Senior Staff Members prior to the planned departure date.
- **Exit Interview:** An exit interview is requested to learn more about the reasons for a staff member's resignation as well as their impressions of the organization. This exit interview is not mandatory and is held only with the consent of the resigning staff member. Exit interviews shall be conducted by the Human Resources Officer for permanent staff at the termination of employment. The data collected from the exit interviews shall be analysed, documented and used to inform the Management and to improve the conditions of service, see also Chapter "Continuous Improvement Process" under Business Processes.
- **Approval on Resignation Letter:** The Staff resignation letter for individuals is reviewed by the Line Manager and is approved on the resignation letter, for Staff Members involved in project or field implementation. If further discussion is necessary, it is required to submit the process to the PFX XX meeting, which will seek further suggestions or approvals.
- **Letter of Recommendation:** Departing or resigning staff members shall receive a Service Letter of Recommendation upon request, provided the termination is not due to a case of non-compliance or violation of the Office Rules or Compliance Policy Guideline. This letter should at a minimum indicate the staff member's length of service, the positions held, and an overall evaluation of their work-related performance.
- Staff members, who have served over 2 years, shall be provided the work certificate.

(9) Sanctions

If a disciplinary enquiry proves that the Staff Member has committed misconduct, a sanction including, but not limited to the following, may be imposed against him/her. The process of disciplinary measures is described in the Chapter "Consequences of non-compliance" under Compliance Policy Guideline.

The Dismissal of the Staff Member may be considered appropriate under the following circumstances: Where other forms of discipline have been applied to the Staff Member, but he/she does not correct his/her behaviour. Where the Staff Member has already received a final written warning and commits a similar misconduct and no other disciplinary sanction appears to be appropriate. Where the misconduct is of very serious nature and of such gravity that it makes a continued employment relationship intolerable.

(10) Agreement Termination

PFX has the right to terminate or suspend the contract if:

- Staff Members fail to comply with any of the terms of this agreement or term and condition
- Funding agencies suspend the grant immediately for the agreed period or Project end.

Procurement and Logistics Policy



Overview

1. Responsibility
2. Procurement Plan
3. Requisition, Procurement Criteria and the Procurement Procedures
4. Principle of Local Sourcing
5. Bidding, Quotation and Bid Analysis
6. Purchase Order
7. Transportation
8. Goods Received
9. Termination
10. Invoicing and Payment

(1) Responsibility

The Procurement Department is responsible for the final decision on determining the right suppliers, price and delivery schedule, based on the requisition request submitted by the requestor. The Procurement Department must have on record a sufficiently wide range of suppliers in order to provide adequate competitive bids and to make sure that adequate measures have been taken to safeguard the vendor confidentiality. They maintain a “Database of qualified vendors” that meet objectively justifiable minimum requirements. Vendors requesting an opportunity to submit an offer/proposal should be given the opportunity to do so, unless there is evidence that the firm cannot realistically provide the required goods/services.

The requestor may recommend a source, but the selection of vendors to be solicited is solely in the responsibility of Procurement. All visiting vendor representatives should be directed to Procurement.

In order to sustain a good and transparent relationship to the vendors listed in the “Database of qualified vendors”, the following basic criteria should be observed when dealing with vendors and their representatives:

- Provide equal opportunity for vendors to make quotations
- Encourage vendors to test and develop improved products and services
- Keep vendors informed of current and anticipated requirements
- If, for any reason, one vendor is allowed to re-quote, all competitors should be given the same opportunity. Re-quoting must be absolutely exceptional.

Procurement should act in a fair way, on the basis of ethical and legal trade practices. Procurement should communicate promptly and politely and in an atmosphere of good faith and equal treatment and without intentional misrepresentation. Quotations will be kept confidential.

(2) Procurement Plan

Logistics is responsible for developing the procurement plan in order to have supplies of goods and services with the right price, quality and delivery times. For each planned procurement the following is detailed:

- Requestor
- Item, including technical details
- Required delivery date
- Budgeted amount

(3) Requisition, Procurement Criteria and the Procurement Procedures

Competitive bidding is employed in all procurement activities. This ensures transparency and the best price. Depending on the value of the goods or services to be purchased, the quotation process is different. The value ranges are specified in the "Procurement Rules and Values" below:

Value of items		Requisition Required?	Quotation Process	Focal Person	Lead time
from	up to				
- X	70Y	no	No RFQ	any Staff Member	
71X	1,000Y	yes	Single Quotation	Logistics	
1,001X	10,000Y	yes	3 or more Quotations	Logistics	
10,001X	100,000Y	yes	Tender Process, "Closed Tender"	Logistics	
above	100,000Y	yes	Tender Process, "Open Tender"	Logistics	

In cases of emergency, the Director is allowed to overrule the required process, only by submitting the form "Justification for lack of competition".

Purchase of goods of small value does not require a requisition process. Each Staff Member requesting the purchase of such goods proceeds with the purchase in accordance with the Line Manager.

According to the procurement rules and values, the following quotation processes are differentiated:

- Single quotation:** The Logistics Officer selects one supplier and asks for a quotation. The form Request for Quotation (RFQ) shall be used.
- Three or more quotations:** The Logistics Officer selects three or more suppliers and asks for quotations. The form, Request for Quotation" (RFQ) shall be used.
- Closed tender:** Only selected known vendors are invited to submit a tender for a requested good or service. The closed tender process requires the documentation in the form Invitation to Tender. An announcement of the tender is given to selected suppliers, containing:
 - Description of the tender process
 - Tender application form
 - Application deadline

- Tender opening date
- Supplier selection date
- Date suppliers will be informed

After collecting the required information from the suppliers, the form Request for Proposal (RFP) shall be sent out in order to receive the proposals and quotes from the suppliers

- d) **Open tender:** New contractors are allowed to bid for a requested good or service, as well as selected suppliers. The process of tender is the same as described under Closed Tender.

As for the tender process in general, at least three suppliers shall participate. In case three suppliers cannot be identified, a re-announcement needs to be done. In case the re-announcement again does not result in at least three potential suppliers, the form Justification for Lack of Competition has to be filled in and attached to the procurement committee meeting minutes. After approval of the justification, the procurement will proceed.

The lead time for procurement, which needs to be considered by the requestor, depends on the procurement process and is listed in "Procurement Rules and Values".

The quotations and proposals must be submitted in sealed envelopes. For highly complex and specialized contracts, suppliers may be asked to submit a financial proposal and a technical proposal in separate sealed envelopes. Sealed envelopes should be marked "not to be opened before (closing date/time)" and should bear the references on the outside envelope for identification purposes.

The validity of a proposal must assure sufficient time for the logistics unit to complete the comparison and evaluation of proposals, to clarify particular aspects of the proposed contract, to obtain all necessary approvals, to award the contract and to receive back the countersigned contract from the vendor.

In general, for conditions for Purchase Orders or Service Contracts, the party in a contract relationship submitting the first draft of a proposed agreement has a definite advantage. It is therefore important to secure that the vendor accepts the PFX Logistic general terms and conditions. Copies of the proposal are required.

For high value contracts and critical projects, a performance bond should be considered. Such a performance bond should be provided by the vendor on or before the effective date of the contract.

A warranty from suppliers for the nature and price of items should normally be guaranteed against deficiencies.

The requisition process is described in the template below:

	Phases	Requisition				
	Process Steps	Request	Techn. Approval	Budget Approval	Classification of Quotation Process	Suppliers Selection
Roles	Requestor, any Staff Member	Write Requisition Request				
	Program Manager		Budget Holder, give approval as second	Budget Holder, Approval in Accordance		

			person (4-eyes Principle)	with DOA		
	Project Officer		Budget Holder, give approval as second person (4-eyes Principle)			
	Logistics Officer			Review Requisition	Depending on the value of the goods or services to be purchased, decide on one of the following Quotation Processes: a) "Single Quotation" b) "Three or more Quotations" c) "Close Tender" d) "Open Tender"	Identify and select eligible competitive Suppliers, as required by Quotation criteria
	Director			Approval of Requisition in Accordance with DOA		
Documents	Requisition Form	Input	Output	Output		
	Order Tracking					Input
	Database of qualified Vendors for closed Tender					Output

(4) Principle of Local Sourcing

To support the local economy, preference is to be given to procurement of goods manufactured in the area of operation and supplies or services readily available locally in the quality required at competitive prices.

(5) Bidding, Quotation and Bid Analysis

The Criterion for placing the Purchase Order or Service Contract is:

- Lowest proposal meeting the requirements of the request

All criteria specified in the solicitation documents, such as quality, delivery time, payment terms and compatibility with existing equipment, as provided in the offers/proposals of the bidders, are evaluated in the bid analysis phase.

For the purpose of evaluation and comparison of offers, bidders should be requested to quote on the basis of identical trade terms. Bidders are required to include item unit prices and total prices, address for delivery, and cost of services.

In case of procurement of services, the requested information should be:

- Main criteria for the evaluation of proposals (to be stated in the RFP documents)
- Price versus technical evaluation scores to be indicated in percent
- All necessary background information
- Detailed description of the services to be provided (TOR = Terms of Reference) including an implementation schedule
- Payment schedule
- Request for customer references
- Request for staff references, if applicable

The solicitation documents should be sent simultaneously to all potential bidders to ensure equal treatment. In practice, vendors are generally given 10 days to 2 weeks to respond to the RFP. In cases of emergency, vendors may be required to respond in as little as 24 hours.

Any potential bidder requiring additional information should make a written request either by letter, e-mail or by fax. The reply should likewise be in writing and a copy of the reply should be sent simultaneously to all other potential bidders. Should a meeting with potential bidders prove necessary to provide the additional information, a record of the meeting should be prepared immediately and provided simultaneously without delay to the requesting potential bidder and to all other potential bidders. Prompt action must be taken in order not to compromise the deadline for the submission of bids.

An extension of the closing date/time can be granted if justified by exceptional circumstances and so requested in writing by more than one bidder. When an extension is granted, all bidders shall be informed immediately and simultaneously. A bid opening may only take place after the new deadline for the submission of bids is communicated.

Proposals should be immediately sent or brought to the person designated to receive them for recording and safekeeping. All collected proposals are opened, identified, and evaluated by the bid analysis team. Proposals received from suppliers after the deadline should not be considered.

Before the contract is approved, it is not allowed to announce the names of suppliers, or to distribute the Procurement Committee Meeting minutes.

The Quotation process is described in the template below:

	Phases	Quotation Process: 2a) "Single Quotation" or 2b) "Three or more Quotations"		
	Process Steps	Request to Suppliers	Additional Information	Quotations

	Logistics Officer	Send Request for Quotation to the Supplier/Suppliers, care for the closing date, as required by Quotation criteria	In case Information is missing: Answer in writing; Hold a meeting with Supplier, write a meeting record	Collect all Quotations in closed envelop until closing date
Documents	Request for Quotation (RFQ)	Input		
	Supplier Meeting Record		Input	
	Supplier's Quotations/Offers			Input

	Phases	Quotation Process: 2c) "Closed Tender" or 2d) "Open Tender"				
	Process Steps	Invitation to Closed Tender	Invitation to Open Tender (optional)	Request to Suppliers	Additional Information	Quotations
Roles	Logistics Officer	Send the Bid Announcement to known suppliers. After feed-back from the suppliers, select the potential suppliers and send the Invitation to Bid (4 - 6 or more suppliers) to the Suppliers, consider the time plan as required by Quotation criteria	Send the Bid Announcement to new and known suppliers. After feed-back from the suppliers, select the potential suppliers and send the Invitation to Bid (4 - 6 or more suppliers) to the Suppliers, consider the time plan as required by Quotation criteria	Send Request for Proposal to the selected Suppliers, care for the closing date, as required by Quotation criteria	In case Information is missing: Answer in writing; Hold a meeting with Supplier, write a meeting record	Collect all Quotations in closed envelop until closing date
Documents	Invitation to Tender	Input	Input			
	Request for Proposal (RFP)			Input		
	Supplier Meeting Record				Output	
	Supplier's Quotations/Offers					Input

The Bid Analysis process is described in the template below:

	Phases	Bid Analysis
	Process Steps	Analysis
Roles	Logistics Officer	Comparison and evaluation of proposals, select one proposal from bidder, based on defined criteria
	Deputy Director	Review and sign
Documents	Summary of Bids Form, Analysis	Input
	Justification for lack of competition	Input

(6) Purchase Order

The procurement committee should have all supporting documents and a written statement of all relevant factors leading to the final recommendation for the award of the contract. If the lowest priced proposal is not recommended, the procurement report must give the specific reasons for recommending the selection of a higher priced proposal. After selecting the final successful vendors, Procurement or a delegated person will prepare the contract or purchase order for procurement. Contracts or Purchase Orders should be developed for contractual obligations. The basic data in a Purchase Order or Service Contract are as follow:

- Purchase order number or contract number
- Purchase order date
- Supplier address, contact number Quantity, Unit, Code, Description, Full budget code, Unit price and Total price
- Name, signature and contact number of purchasing officer
- Name, signature and contact number of Supplier Acknowledgement
- Supplier's address, contact person and phone number
- Supplier reference number
- Ship address, contact number
- Delivery date
- Delivery terms, Payment terms
- Item number
- Detail description of goods or services
- Quantity, unit of measure, unit price and total for each item
- Authorized signature
- Purchase Orders and Service Contracts should be issued according to a numerical sequence of reference numbers. A record of these documents should be maintained. This record shall contain, as a minimum: Contract number, in sequence, and date; Supplier's name; Short item description
- Total order value; and Requisition reference
- For audit purposes, all documents must be kept for a period of five years. Documents should be filed by contract number.

The Purchase Order process is described in the template below:

	Phases	Purchase Order		
	Process Steps	Procurement Committee Meeting	Supplier Decision	Purchase Order
Roles	Requestor, any Staff Member	join to the procurement committee		
	Program Manager	As Member of Procurement Committee, Select the final successful vendor	Decide Supplier in the Procurement Committee	sign Purchase Order, same as on the requisition form
	Finance Officer	As Member of Procurement Committee, Select the final successful vendor	Decide Supplier in the Procurement Committee	
	Logistics Officer	Present Bids Analysis to Procurement Committee		sign Purchase Order
	Director	As Member of Procurement Committee, Select the final successful vendor	Decide Supplier in the Procurement Committee	sign Purchase Order, same as on the requisition form
Documents	Summary of Bids Form, Analysis	Input	Input	
	Justification for lack of competition	Input	Input	
	Award Letter to the selected supplier		Input	
	Regret Letter to the non-selected suppliers		Input	
	Purchase Order or Contract			Output
	Order Tracking	Input		Input

(7) Transportation

Transportation arrangements must be included in the contract. The supplier or transporter has to take responsibility for goods and services reaching the targeted place without damages and losses. The freight transporter has to comply to the agreement of transporting process by using the following documents or forms:

- Waybill (Original and one copy)
- Commercial invoice (if required)
- Packing list (if required)

The Transportation process is described in the template below:

	Phases	Transportation	
	Process Steps	Transportation Plan	Transportation Requirements

Roles	Logistics Officer	Make sure the Transportation arrangement plan is part of the contract.	Make sure the freight transporter will comply as agreed in Waybill, sign Waybill
Documents	Goods Received Note		
	Vendor Invoice		
	Expense Report/Project Expense Ledger		
	Receipt from supplier		
Documents	Waybill		Input

(8) Goods received

When the goods or services are received, it has to be checked against the specified requirements. Defects, insufficient amounts or quality have to be reported to the supplier within the agreed terms. The supplier has to compensate or settle any deviations.

After completion of the delivery and closing of the contract, Procurement will fill out the Goods Received Note (GRN), which is part of the documentation necessary for the payment to the supplier. The Requestor has to sign the Goods Received Note.

The process of Goods Received is described in the template below:

	Phases	Goods Received	
	Process Steps	Receival	Deviations
Roles	Requestor, any Staff Member	sign Goods Received Note	
	Logistics Officer	When receiving the ordered goods, fill in the Goods Received Note and note in Order Tracking	In case of any deviations from the order specification or contract, note the deviation in Database of Qualified Vendors
Documents	Goods Received Note	Input	
	Vendor Invoice		
	Expense Report/Project Expense Ledger		
	Receipt from supplier		
	Waybill		
	Order Tracking		
	Database of qualified Vendors for closed Tender		Input

(9) Termination

Where any Party is in breach of any provision of the contract and remains in breach for a period of ten calendar days (10 days), after written notice of the said breach, then the other Party shall be entitled to terminate this contract at no cost.

In addition, PF reserves the right to demand cancellation by written notice in the following cases:

- Supplier ceases the activity
- Supplier is in process of correction an irregular situation
- Supplier is in compulsory liquidation
- Supplier becomes subject to a bankruptcy proceeding

Any notice shall be submitted to the other party by a method authorizing a proof of delivery (Acknowledgement of receipt, delivery in person upon signature). In case of breach by the Supplier of any clause of this contract, PFX is free to engage or continue with any other Contractor, all costs arising shall be payable by the initial Supplier. In case of breach of Contract due to Supplier's failure, PFX will pay the value for the already delivered and accepted items, after deduction of the advance payments. Additional liquidated damages shall not apply. If the total amount due by PFX is less than the amounts already paid as down payments, the difference shall be a debt payable by the Supplier to PFX.

The Termination process is described in the template below:

	Phases	Termination	
	Process Steps	Contract Breach	Documentation
Roles	Logistics Officer	In case of breach of any provision of this contract, the contract will be terminated, notice in written, care for the cost balance	In case of contract breach, note the deviation in Database of Qualified Vendors
Documents	Database of qualified Vendors for closed Tender		Input

(10) Invoicing and Payment

The supplier will issue an original invoice for each delivery and address it to the PFX entity which issued the contract or purchase order at the very latest seven days after the delivery. The invoice shall not relate to more than one contract or order and shall bear the order number or Contract reference, batch numbers, designation, the numbers and dates of the delivery forms concerned. The rules and procedures applicable by the supplier with regard to the tax regime relative to the order are specified in the order; in the absence of this specification, the supplier is supposed to know and apply them.

It is important that the Procurement achieves a high level of trustworthiness in this area of vendor relations, since quick payment regarding with contract terms is the key aspect of the relationships between the organization and vendors.

The following details on the vendors' invoice form have to be assessed by Procurement:

- Detail description
- Quantity

- Total prices
- Name, position from vendor
- Signature from vendor

On the other hand, the Finance Team has to assess the detail information given on:

- Payment vouchers
- Requisition form
- Quotation Forms
- Bid review report
- Contract or Purchase order, Goods Received Note

The Finance Team prepares, confirms and approves the invoice for submission to the Accounts Payable Unit. Only the amount stated on this certificate, exclusive of discounts like Cash discounts and lost discounts will be paid.

Between the Finance Team and vendors, there are two kinds of payment are used in Finance Team:

- Bank transfer directly from the PFX account by which the Finance Team also has control throughout the payment process. Bank Transfers are accomplished by forwarding a letter to the bank, which should include the name and number of the account to be debited, amount and currency of transfer, purpose of transfer (contract reference, invoice number), bank name and address, beneficiary name in full, beneficiary account number and authorization signatories.
- Cash transfer straight to the vendor from the PFX Finance Team.

The process for Invoicing and Payment is described in the template below:

	Phases	Invoicing and Payment				
	Process Steps	Invoices	Prepare Payment	Verify and Check	Approval	Payment
Roles	Accountant			Verify and check the invoice		
	Cashier					Proceed payment
	Program Manager				Approval in accordance to the requisition form, Budget Holder	
	Logistics Officer	Receive separate invoices per each order, check the invoice from Supplier to be according the required criteria	Prepare, confirm and approve the invoice for submission to the Accounts Payable Unit			make sure receipt is received
Documents	Vendor Invoice	Input				

	Expense Report/Project Expense Ledger					Input
	Receipt from supplier					Input

Compliance Policies



Overview

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(1) Objectives of the Compliance Policy

PFX carries various responsibilities to its employees, members, partners, suppliers and the general public. The foundation of this responsible management is always adhering to established laws and ethical values. The adherence of these requirements is also referred to as compliance.

This policy is intended to prevent violations of statutory provisions for all staff members at all organisational levels. It is a directive to all staff members and also serves as a clear warning that violations will not be tolerated.

Corruption, competitive distortion and other violations of statutory provisions pose great risk for our organisation and our staff members. Compliance with laws and internal corporate policies always take precedence over economic success.

We respect the personal dignity, privacy and individual rights of all people, regardless of appointed position, gender, age, education, disability, beliefs, status, nationality, ethnicity, culture, religion or skin colour. We do not tolerate any discrimination or any sexual or other personal harassment or offence. We are reliable partners and we only make promises that we can keep. These principles apply both to our internal collaboration and to our conduct towards external partners.

We refrain from sexual advances or individual harassment as well as verbal abuse and prohibited sexual activity with children under 18 years of age and avoid the exchange of money, employment, goods or service for sex. Also, sexual relationships between staff and beneficiaries are strongly forbidden.

(2) Leadership and Management Responsibilities

All leaders and managers are responsible for staff members under their supervision. Leaders and managers should set an outstanding example in terms of personal conduct, performance, openness and

social skills. They should set clear, ambitious and realistic goals, and they should lead with trust, allowing staff members as much autonomy and freedom as possible. They should be available to staff members to discuss both professional and personal concerns.

Every leader and manager has organizational and supervisory duties to fulfil and is responsible for ensuring that no infringements of the law occur within their sphere of responsibility that might have been prevented or hindered by appropriate supervision. Even when individual tasks are delegated the leader and manager retains responsibility.

Leaders and managers work actively to promote knowledge and awareness of the Compliance Policy and ensure that they are implemented on an ongoing basis.

All Leaders and Managers must observe the following rules in particular:

- Managers must select staff members carefully, ensuring that they have the appropriate personal qualities and specialist expertise. This duty of care increases with the importance of the role the staff member has to fulfil
- Managers must allocate tasks precisely, fully and definitively, especially regarding compliance with legal requirements
- Managers must ensure that compliance with legal requirements is monitored on an ongoing basis
- Managers must clearly communicate to their staff members the importance of integrity and compliance with legal requirements and this policy in day-to-day business. They must clearly inform Staff Members that breaking the law is unacceptable and will entail disciplinary proceedings

(3) Dealing with Partners and Third Parties

PFX considers it important that its staff members not encounter conflicts of interest in the conduct of their professional activities. Such conflicts can arise if a staff member works for or has shares in another organisation.

Fair competition is a prerequisite for free market development and the associated social benefits. Each staff member is required to comply with the rules of fair competition.

Offering and providing benefits or donations: We attain contracts in a fair manner, through quality, pricing and innovation—not by offering unauthorized benefits. No staff member may, directly or indirectly, offer, promise or provide any payment or other unjustified benefit in connection with business activity or approve such benefits. The acceptance of money or its equivalent is prohibited in principle. No staff member may use their position to gain, accept, procure or approve benefits. However, this does not include the acceptance of occasional gifts of symbolic value or food or event invitations on an appropriate scale.

The following rules apply to receiving and making donations:

- The donation must be transparent. The recipient of the donation and the specific use by the recipient must be clearly identified. The reason for the donation and the purpose for which the donation will be used must be accountable at all times
- Donations should never be granted to persons or organizations that may be detrimental to the reputation of PF.
- Requests for donations from private individuals should be refused in all cases
- Payments into private accounts are not permitted

Business relationships with suppliers: PFX aims for consistent supplier management. We expect our suppliers to share these values and comply with all laws.

Staff Members responsible for awarding contracts must observe the following rules in particular:

- Staff members must declare any potential conflict between personal interests and the performance of their professional duties to their superior
- Staff members should not discriminate unfairly for or against suppliers who are competing for contracts
- Invitations from business partners may only be accepted when the occasion and scope of the invitation are appropriate and when declining the invitation would be considered impolite
- No staff member may enter into private contracts with companies with whom they have business dealings if they may gain a personal advantage as a result of doing so
- Maintaining the integrity and confidentiality of the procurement process is of paramount importance. Staff members must be aware of what constitutes conflict of interest

(4) Conflicts of interest

Avoiding conflicts of interest: Staff Members are required to make decisions, especially business decisions, in the best interests of PFX and not based on personal interests. Conflicts of interest arise when staff members pursue personal activities, or might influence personal action or judgment e.g., abuse of power, favouritism, nepotism and individual popularity or interests at the expense of the interests of PFX.

If there is a potential conflict of interest, a staff member must report this to their superior.

The conduct of staff members should not foster any suspicion of conflict between professional duty and personal interest.

Nobody will solicit or accept, directly or indirectly, any gift, favour, entertainment, loan or anything of monetary value from vendors or potential vendors.

Use of organisational property: The installations and equipment in offices and workshops (e.g., telephone, photocopier, PC including software and Internet/intranet, machines, tools) may only be used for PFX purposes and not for personal use. In no case may information be downloaded or transmitted that incites racial hatred or glorifies violence or other punishable acts or whose content is sexually offensive in the relevant cultural context.

Staff Members are required to avoid abusing working hours/time for his/her personal work or interest.

(5) Confidentiality and data protection

Records and reports: Accurate and truthful reporting is part of open and effective cooperation. The same equally applies to the relationship with employees and members, partners, the general public and all state organizations.

All records and reports that are produced internally or communicated externally must be accurate and truthful. In accordance with proper accounting principles, data records and other reports must always be complete, accurate, timely and system-compatible. The requirement of truthful reporting also applies in particular to expense accounts.

Confidentiality: Confidentiality must be maintained regarding our internal Organisation's matters that have not been made public. This includes details relating to our Organization and its facilities, for example and as well as business, production, research and development activities and internal accounting figures.

Data protection and security: Access to the intranet and the Internet, the global exchange of information and dialogue, electronic transactions – all play a key role in the effectiveness of each individual and for the success of the business as a whole. However, the benefits of electronic communication also entail risks in terms of personal rights and data security. Effective protection against these risks is an important aspect of IT management, management responsibilities and the conduct of individual Staff Members.

Personal data, especially data handled in the HR Team, may only be compiled, processed or used insofar as this is necessary for clearly defined and legitimate purposes. High standards must be maintained in terms of data quality and technical protection against unauthorized access. The use of personal data must be transparent for those affected, upholding their rights to information and amendment and to challenge, block or delete the information as necessary.

(6) Environment, safety and health

Environment and safety: Protecting the environment is a high-priority for PFX. Environmentally friendly activities, safety and health protection are fundamental parameters in our work. Every staff member must contribute to achieving exemplary performance in these areas.

Safety at work: Our responsibility towards staff members and colleagues calls for optimum accident prevention measures. This applies both to the technical design of workplaces, the place of activity, facilities and processes and to safety management and personal conduct in our day-to-day work. The working and activity environment shall be in line with health and safety standards.

Staff members are prohibited from drinking alcohol excessively to the extent of showing bad behaviour to Church Communities and members or to causing verbal harm to others. Drinking alcohol, tobacco and smoking is prohibited during working hours.

All Staff Members must maintain a constant awareness of safety at work.

(7) Violations of the compliance policy

Reporting: Any staff member can lodge a complaint or report a suspected violation of the Compliance Policy, with their superior or another designated person. The matter will then be thoroughly investigated and the necessary measures will be taken. All documents will be held in confidence. Negative consequences against those reporting are not to be tolerated in any manner. Through this Policy there is no legal obligation to report misconduct.

Consequences of non-compliance: Compliance is compulsory for all staff members of PFX. Disciplinary action will be taken as a corrective measure, in case of unacceptable behaviour (which includes, but not limited to misconduct and negligence).

Generic Guideline:

- Before a formal disciplinary action is instituted, the following shall apply:
 - A clear explanation of the unacceptable behaviour/performance shall be communicated

- A clear explanation of what further disciplinary action could be taken and what it could result in if the staff fails to correct his/her behaviour or improve his/her performance
- Where circumstances warrant disciplinary action, staff will be notified of the charge laid against him/her in writing and that corrective action is necessary in the particular circumstances
- The chairperson at a disciplinary inquiry must at least be on a supervisory level
- The initiator of disciplinary action must be at least one level higher than the alleged transgressor
- In determining the appropriate sanction, the superior shall take into consideration the mitigating factors of the case and bear in mind that disciplinary measures are not punitive but taken to correct behaviour
- The sanction shall be commensurate with the nature of the offence that has been committed
- The sanction shall be fair and consistent with disciplinary action previously taken in other similar circumstances
- Depending on the circumstances and the seriousness of the matter in question, disciplinary action may be invoked progressively or independently and take one of the following forms:
 - Verbal warning
 - Counselling
 - Written warning
 - Final written warning

Specific Guideline:

- If a staff member is leaving from work without explanation or proper resignation process, he/she shall not receive any staff benefits.
- Any misuse of office equipment or if office equipment is destroyed/broken as a result of personal use, he/she shall repay half the amount of the original price of the office equipment
- Misuse or personal use of funds will result in disciplinary actions

Disciplinary action procedure: In the event of the breach of discipline by a staff member, they shall be liable to disciplinary action. The procedure shall be in stages.

- **Verbal warning:** In the event that a staff member commits a misconduct of a minor nature and/or it is for the first time, the staff member's immediate superior shall
 - Identify the real problems and causes;
 - Work out solutions to the problem;
 - Ensure that the staff knows what is expected of him/her
 - Warn the staff verbally of the possibilities, for example, a misconduct charge in case of repeated misconduct;
 - The verbal warning shall not be recorded in the staff's personal file
- **Written warning:** A written warning may be issued if the superior is still not satisfied with the staff member's behaviour or conduct after a verbal warning has been given, or if the staff member commits another misconduct.
 - If the superior considers the misconduct to be of a serious nature or it is repeated misconduct, the next warning shall be done to writing
 - The superior must make it clear (when a written warning is issued) that formal disciplinary procedure had been started
 - Failure to sign the written warning shall not invalidate the warning
 - The written warning shall be recorded in the staff's file

- As for the formal disciplinary process, a second Written Warning needs to be submitted
- **Final written warning:** A final written warning may be issued if the previous two written warnings have had no effect or if the misconduct is of a serious nature

(8) Additional policies

The following more detailed policies might be included as well:

- **Anti-Fraud Policy**
- **Protection from Sexual Exploitation and Abuse Policy**
- **Child Protection Policy:** [Click here for PFIs.](#)
- **Gender Policy**