Management Handbook Of the Network against Gender-Based Violence

Revised and approved by the Executive Committee on the 23rd May 2018

ACRONYMS

DESIGNATIONS:

NC - National Coordinator
PM - Programme Manager
FAM - Finance & Admin. Manager
ACCT - Accountant
PO-M&E - Programme Officer Monitoring &Evaluation
PO-AC - Advocacy and Campaign Officer
AA - Accounting Assistant
CA - Communication Assistant
DrM - Driver/Messenger
CC - Cleaner/Caretaker

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EXECUTIVE SUMMARY

The Network against Gender-Based Violence (NGBV) is a Non- Governmental Organisation (NGO) established to promote human rights so as to protect women and girls, and men and boys from all forms of gender-based violence. Founded in 2009, the Network has evolved from a largely lose platform to a highly regulated and instituted organization which is registered and offering goods and services to the general public. It has full time paid members of staff and does receive goods and services in its own name as a legal entity. The Secretariat manages the affairs and resources of the Network.

Location:

The headquarters of the Network is located in greater Banjul area.

Background:

In The Gambia, as in other parts of the world, various forms of gender-based violence occur in both private and public spheres. The majority of the victims are women and girls. Due to the patriarchal nature of the society, most of these victims and survivors rarely report the violence or seek redress. To contribute to efforts geared towards addressing Gender Based Violence and other issues affecting the rights and wellbeing of women and girls, Mrs Haddy Mboge Barrow the founder and Coordinator shared with partners in Finland who were

working on women's rights and interested in partnership. In 2009 an invitation was extended to civil society organizations and government institutions to make this dream a reality in partnership with an NGO in Finland, FINDICO and RATAS (Christianity for equality); with funding from the Ministry of Foreign Affairs of Finland.

The Network provides a space for institutions and organisations to discuss matters affecting women and girls in The Gambia, amplify the voices of victims and survivors of gender based violence, promote closer and strategic partnerships for joint programming, implementation and resource mobilization to eliminate gender-based violence.

In 2010, the Network commissioned a desk review of gender based violence in The Gambia. The review identified many gaps in the prevention and protection programmes geared towards combating gender based violence. (Drammeh, 2010). Consequently, the Network felt it appropriate to undertake a systematic review of its directions and set the Strategic directions for the coming period. This led to the development of the first strategic plan of the Network 2012-2015 during the first strategy it has given us the opportunity to use different methods in dealing with several situations. Working in a diverse and changing society, we have made some remarkable **achievements**, faced **challenges** that helped us to **learn lessons**, adapt to situations and even leant more lessons from such.

Achievements

The Network has made remarkable achievements during the implementation of the first strategy 2012-2015. Annual Plans and budgets were developed to operationalize the strategy and the organization was able to implement 100% of the activities planned (2015, annual report). The following are key achievements worth noting:

- ➢ Increased media attention and usage,
- ➢ Service providers are more knowledgeable about GBV and equipped with skills to support survivors/victims,
- ➢ Creation of the One Stop Center,
- ➢ Increased awareness of GBV and legal frameworks among the general public,
- ➢ Increased targeting, involvement and working with young people:
- ➢ Participated in the advocacy of the enactments of women friendly laws and its popularization: such as Women's Act 2010 now Women's Amendment Act 2015, Domestic Violence Act 2013,Sexual Offenses Act 2013,and Children's Amendment act 2015, Establishment of a Care Team ,
- ➢ Incorporation of GBV Training Module into Nursing Training Schools,
- ➢ Collection of GBV Data,

The focus of Strategy 2 is mainly directed towards archiving four key objectives, the priorities are categorized under these four strategic objectives, NGBV is conscious of the fact that the these objectives cannot be achieved without further strengthening the governance structure at all levels (general assembly, the executive and management), reviews and improvement in systems and processes, resource mobilization and harnessing the full potential of all members and secretariat staff. During the implementation of this strategy the Network will also focus on policy influencing that is linked to our programs and campaigns. The strategic Objectives for this strategy therefore are:

1. Enhance comprehensive and coordinated response to GBV,
2. Advance the agency of young people to lead the campaign against GBV,
3. Break the cycle of poverty and violence and attain economic alternative for women and girls to be in charge of their Sexual and Reproductive Health Rights through joint actions of Men and Women,
4. Enhance education to reduced violence in homes, schools and communities in The Gambia**.**

NGBV is using four main strategies to deliver the objectives and indicators of this strategy namely:

- ➢ Empowerment,
- ➢ Campaign,

- ➢ advocacy and Lobbying,
- ➢ Response and service delivery.

In addition to the main funder of the Network Against GBV the Ministry of Foreign Affairs Finland through RATAS, Action Aid International The Gambia also a member of the Network Against Gender Based Violence (NGBV), has been and continues to provide financial and technical support to the Network. Also UNAIDS and UNFPA Gambia office also provided financial support to the network against GBV. The Gambia Government through the Office of the Vice president and Women's Affairs and the Women's Bureau provided the political environment and policy environment which made the work of the Network conducive.

In light of this, the Management Handbook has been developed to guide the day-to-day operations of the Secretariat of the Network.

The handbook is divided into two parts.
Part 1: Staff Service Rules - covers the processes, rules and actions governing the management of the human and material resources of the Network;

Part 2: Financial Guidelines - sets out the guidelines to determine the management, use and safekeeping of the financial resources of the Network.

The Management Handbook is therefore an essential tool designed to ensure professionalism, efficiency, and security in the governance and management of the affairs and resources of the Network. Furthermore, the handbook serves to promote transparency, accountability and responsiveness of the Network, not only in the management of resources, but also in the design, implementation and monitoring of its interventions.

The handbook is for the use of the Secretariat staff and must be accessible to all. It is envisaged that when the staff and the membership adhere to the standards and procedures set out in the handbook, it will serve to effectively reduce risks and ensure the integrity of staff and the reputation of the organization.

Vision Statement

A safe, supporting, protecting and violent-free Gambia for every woman and child

Mission Statement

Protect women and children from gender-based violence either in public or private spheres by building the capacity of service providers and institutions, raising public awareness and advocacy for the review, enactment and implementation of gender-friendly and sensitive laws and policies.

Core Values

- Accountability and transparency
- Gender equality and equal opportunities.
- Social justice and good governance.

Extent of Application

1. These service rules embody the terms and conditions of services in the Network Against Gender-Based Violence (NGBV) and apply to all employees of the Network.
2. Employees shall also comply with such other regulations, rules, instructions and circulars as may be issued from time to time by the National Coordinator and the

Executive Committee.

3. Employees on service contract will be subject to separate contracts, which will indicate which provisions of these rules apply. Such contracts will be subject to the approval of the appointing authority.
4. Employees working for the Network shall be anticipated to fully comprehend the content of the service rules and adhere to the prescribed conditions as stipulated.
5. The Network will provide declaration form to all the employees to sign upon their appointment with the Network, and information on that form will serve as certification of their compliance to the handbook.

Date of Commencement

1. These rules shall be deemed to have come into force effective from 1st August 2014.

Definitions and Interpretations

In this service rules unless the context otherwise requires:-

i. **"Network "means** the Network against Gender-Based Violence (NGBV).

ii. **"General Assembly"** means the totality of the members of the network with total oversight functions and powers to make the objectives, laws and policies and elects the Executive Committee

iii. **"Executive Committee" (Excom)** means the elected board of directors by the general assembly to oversee policy making and management of the Network;

iiii. **"National Coordinator"** means the head of the Secretariat and chief executive officer who implements objectives, policies and the day to day activities of the network;

v. **"Secretariat"** means administrative and technical unit of the Network responsible for the day to day management of the resources and affairs, and the implementation of activities, objectives and policies of the Network as determined by the General Assembly, Executive Committee and the Constitution;

vi. **"Employee"** means a person who offers services under a contract of service;

vii. **"Permanent Appointment"** means an appointment so confirmed either by the Executive Committee or by the National Coordinator as the case may be and involving membership of the provident fund;

viii. **"Temporary Appointment"** means an appointment that is not more than six months but eligible to the membership of provident fund.

ix. **"Contract Appointment"** means temporary appointment made for a specific period of time and shall involve membership of the provident fund.

x. **"Dismissal"** means appointment terminated with pay only to the last day employed and no benefit paid from NGBV but subject to procedures laid down in Labour Act.

xi. **"Termination"** means services severed on giving due notice or payment of salary in lieu together with any other entitlements from the provident fund, and subject to procedures laid down in the existing Labour Act.

xii. **"Compassionate Leave"** means leave that has been accorded a member of staff in show of solidarity and support in difficult personal moments.

Powers to Amend and Interpret the Rules

1. The Network reserves the right to amend, interpret any of these rules;

2. No new rule or amendment to an existing rule shall have any force until passed by a resolution of the Executive Committee and issued in the form of a circular or amendment slip, a copy of which shall be made available to every employee;

Delegation of Powers

1. The powers conferred on the National Coordinator under these rules shall also be exercised by the person acting as the National Coordinator at the time or such other officer authorized by the National Coordinator to act on his or her behalf.

PART 1

STAFF SERVICE RULES

CHAPTER 1

POSITIONS IDENTIFICATION, RECRUITMENT AND APPOINTMENT

RECRUITMENT POLICY

1. The Network shall operate a merit-based, equal opportunity, non-discriminatory, open recruitment system. However, it encourages a policy of internal growth and places priority on promotion from within, based on qualification and/or merit.

2. Recruitment will be on the basis of:

- Qualifications of the candidate
- Experience of the candidate
- Competence of the candidate
- Suitability of the candidate for the post using the job description as a guide

3. For the recruitment process to be effected, a vacancy must exist, based on the following conditions:

    i. Resignation of an employee
    ii. Dismissal of an employee
    iii. Termination of an employee
    iiii. Retirement of an employee
    v. Death of an employee
    vi. Additional task(s), structural expansion, or other needs for which a new employee or employees are required.

POSITION IDENTIFICATION

1. Positions in the Secretariat shall be based on the following:
    a. Approval of the Executive Committee
    b. Availability of funding
    c. Development of a job description by the National Coordinator

PROCEDURES FOR RECRUITMENT

1. The Executive Committee will set standards and qualifications for any particular position or appointment and/or mandate the National Coordinator to do so.
2. All positions will be advertised in at least any two Gambian popular newspapers stating the required qualifications and experience for the post for at least 6 working days. The Executive Committee can however waive advertisement for positions wherein:

    a. It is cost effective to head-hunt due to time constraints or specialized competences required for the job;
    b. When a special recommendation for promotion from within is made and approved by the Executive Committee.

3. All advertisements for recruitment are to follow a laid down format to include:

    a. A brief description of the position and reporting structure;
    b. Responsibilities to be carried out by the candidate;
    c. Minimum educational requirements and experience required for the position;
    d. To whom applications are to be directed;
    e. Closing date for application;
    f. Information to all potential applicants that only shortlisted candidates will be contacted;
    g. Indication that the Network is an equal opportunity employer.

4. Applications for the post of National Coordinator shall be addressed and submitted to the Chairperson of the Executive Committee;
5. All other applications shall be addressed and submitted to the National Coordinator;
6. The Network shall not receive and retain any unsolicited applications for any post.

PROCEDURES FOR SELECTION

1. Following close of applications, the National Coordinator shall, within 10 working days, in consultation with the Executive Committee Chair set up a short-listing panel to draw up a list of shortlisted candidates eligible for job interview;
2. Shortlisted candidates shall be invited for interview at least one week prior to the interview date. Where it is not possible to inform the candidate in writing without unduly delaying the interview, telephone communication shall suffice as long as confirmation that the message has been received and response recorded. A letter shall still be sent out as a matter of procedure.
3. In consultation with the Chair, an interview panel shall be constituted to conduct the interviews. A chair for the panel shall be identified. Full report of the interview and recommendation of their selection shall be presented by the chair of the interview panel to the National Coordinator for approval;
4. An interview panel shall be constituted comprising relevant staff and Executive Members and other relevant experts. In any case the panel shall comprise at least four

persons.

5. Recruitment and the interview process may involve background checks of candidates and provision of referees, and certificates to ensure the authenticity and track record of applicants;
6. The National Coordinator shall inform the selected candidate of his or her nomination for appointment;
7. The Executive Committee can revoke the employment of any staff in the event that it is realised that false information was given in the recruitment process; Members of staff of the Secretariat are eligible to apply for any position being advertised and shall be considered like all other applicants;
8. In the event that no suitable candidate can be identified during the recruitment process, a re-advertisement of the position shall be carried;
9. The Network shall reserve the right to outsource recruitment process as the case may be.

PROCEDURES FOR APPOINTMENT

1. The Chairperson of the Executive Committee will sign appointment letters for categories A the National Coordinator The National Coordinator will sign all other staff appointments;
2. A letter offering an appointment shall be sent to the successful candidate. The letter will inform the selected candidate of the terms of the appointment including the salary and benefits offered;
3. The offer letter shall be accompanied by a detailed job description, which shall be signed by the National Coordinator and delivered within 14 working days of the interview;
4. The prospective candidate will be required to reply in writing to the offer letter within 7 working days of the date on the appointment letter. The offer letter can be sent by email or post or hand delivered.

JOB DESCRIPTIONS

1. A job description for each post should be prepared by the National Coordinator and should detail the area of responsibility, the hours of work, to whom he/she reports, and the duties in respect of safety, provision of service, supervision, record keeping, liaison or communication with others, contribution to policies or decision making, and duties of confidentiality.
2. Personal specifications should be completed as part of the job description. This list shall include the qualities considered essential or desirable for the job, intelligence, special skills or interests, attitude, and health.
3. Minimum academic qualification and experience

National Coordinator

Job role: His/her role is to manage and lead the Network towards meeting its vision and mission in an efficient and cost effective manner..

Reports to: The Executive Committee

Main Tasks and Key results areas

- ✓ He/She is the Chief Executive Officer of the Network
- ✓ To coordinate the implementation of the Network's Annual Programme and Budget and inform the governing body of any executive actions that may have policy implications
- ✓ Providing leadership, direction and guidance to the Network
- ✓ Initiate policies for ratification by the governance body
- ✓ Ensuring functionality and coordination of Network departments
- ✓ Mobilizing, managing and accounting for the Network resources
- ✓ Collaborating with government, NGOs and other agencies for purposes of sharing resources, experiences and information
- ✓ To advice and implement appropriate systems and procedures to give effect to policies approved by the governing body.

- ✓ To ensure that the planning of activities of the Network is complete, thorough and consistent with the strategic direction and policies approved by the governing body.
- ✓ To supervise and ensure that operational plans, annual programme budgets and periodic reports for donors and other agencies are prepared in accordance with the guidelines laid down by each.
- ✓ To ensure that each of the Network's administrative units have clearly defined objectives, goals and targets and that every staff member understands the Association's role and mission, together with the objectives of his or her unit
- ✓ To provide effective and efficient management of the Network in all respects, including the maintenance of an effective internal control system
- ✓ To act as the Network's accounting officer and as such shall ensure that the necessary financial systems and procedures are put in place to account for all income and expenditure and provide due evidence of their use on the purposes for which intended.
- ✓ To appoint and dismiss his/her staff and in doing so must at all times fully comply with the Network's procedure on this agreed by the governing body
- ✓ To ensure that formal evaluations of staff performance in relation to previously agreed objectives and standards are carried out every year
- ✓ To ensure that staff and members alike respect the agreed lines of authority and that staff are free of harassment
- ✓ To undertake any other duties as may be assigned by The Executive Committee

Minimum academic qualifications: Degree in any of the following fields: Development studies, management, Social work and Gender.

Competencies required.

Competent skills and expertise on the following:

- ✓ Designing and formulating policy statements,
- ✓ Negotiating with stakeholders,
- ✓ Strategic Planning,
- ✓ Controlling budgets,
- ✓ Team building,
- ✓ Mobilizing resources,
- ✓ Monitoring and evaluating projects,
- ✓ Managing human resources.

Experience: Not less than **ten years**, managing teams or institutions of not less than twenty (20) people and having previous NGO experience

FINANCE AND ADMINISTRATION DIVISION

Finance And Administration Manager

Job Role ; Responsible for coordinating all administrative functions for all departments as well as control and manage all Human Resource functions to ensure efficiency and effectiveness in meeting all statutory obligations in consultation with the National Coordinator.

Reports to: National Coordinator:

Main Tasks and key Results Area

- ✓ Responsible for coordinating all administrative functions for all departments as well as control and manage all Human Resource functions to ensure efficiency and effectiveness in meeting all statutory obligations in consultation with the National Coordinator.

- ✓ To supervise the preparation of staff salaries

- ✓ Member of the Senior Management Team
- ✓ Initiating and implementing policies and guidelines regarding financial management and control
- ✓ Assisting in the preparation of budgets and monitoring material and financial resources of Network and ensuring the organization's liquidity
- ✓ Facilitating external audits and responding to audit queries and management reports in consultation with the National Coordinator.
- ✓ To control lease and insurance agreements
- ✓ To monitor Network investments
- ✓ Prepare financial and other management reports
- ✓ Analyzing and providing timely information to the budget holders
- ✓ Manage Network procurement, use of the commodities and equipment

Minimum academic qualifications: A degree in any of the following fields: Business Administration, Finance Management, Accounting.

Competencies required:

Ability to initiate and develop policies financial guidelines, and skills in auditing, logistics management, evaluation & monitoring of budgets, responding to expenditure patterns, writing skills in financial reports

Experience: Not less than **five years** with previous NGO experience.

Accountant

Job role: The Accountant is responsible for maintaining and recording information concerning financial transactions of Network and preparing donors required draft reports for the approval of the Finance Manager.

Reports to: The Finance and Administration Manager

Main Tasks and Key results areas

- ✓ Coordinate and prepare the financial components of planning and reporting documents of Network.
- ✓ Control and monitor expenditures vis-á-vis approved budgets
- ✓ Carry out routine audits and support supervision to ensure compliance to financial management procedures
- ✓ To review prepare and pay staff salaries to the bank
- ✓ To capture and maintain the general cash book, bank reconciliation's and information from financial institutions.
- ✓ To prepare and post monthly journal entries for the approval of the Financial Manager
- ✓ To assist programme staff with financial information and budgeting.
- ✓ To check and allocate expenditure codes
- ✓ To supervise other accounts staff
- ✓ To prepare monthly, quarterly, half yearly and yearly financial reports and statements to appropriate Donor Agencies.
- ✓ To act for the Finance Manager in his/her absence
- ✓ To undertake any other duties as may be assigned by immediate supervisor.

Competencies required:

Skills and expertise in the following areas: analysis and monitoring of accountabilities, auditing, financial reporting, budgeting, incomes and expenditure analysis, preparation of bank reconciliations, preparation of books of accounts, report writing skills.

Minimum academic qualifications: AAT level three or equivalent qualification in any of

the followings: CAT.
Experience: Not less than **two yea**rs of practice in accounting field

Administrative Officer

Job role: Responsible for coordinating all administrative functions for all departments as well as control and manage all Human Resource functions to ensure efficiency and effectiveness in meeting all statutory obligations.

Reports to: **T**he Finance and Administration Manager

Main Tasks and Key results areas

- ✓ Planning and managing the organization's human resources
- ✓ Administrative coordination of activities of all departments
- ✓ Coordinate the recruitment and appraisal of Network staff
- ✓ Strengthen volunteers' capacity to contribute to, and participate in Network activities
- ✓ Assist National Coordinator in writing and distributing correspondence in support of the administration
- ✓ Assist Finance and Administrative manager in procurement of material needs of the Association.
- ✓ Assist the Program manager in the planning and conduct of trainings.

Competencies required:

- ✓ Human resources development and management skills,
- ✓ Fundraising and lobbying skills,
- ✓ Writing work plan and budgets,
- ✓ Negotiating with stakeholders,
- ✓ Knowledge of labour laws.

Minimum academic qualifications:

A diploma of the following fields: Public Administration, Personnel Management, Social Sciences or related fields of study.

Experience: Not less than three years with previous NGO experience

Accounting Assistant(AA)

Job role: To account for monies received and paid on behalf of the Network

Reports to: FAM

Main tasks and key result areas:

Competence required:

- ✓ Receive and pay monies on behalf of the Network in respect of membership fees and donations, etc.
- ✓ Bank all received monies on a daily bases and enter such details in the daily banking file for FAM and Coordinators review and confirmation.
- ✓ Prepare cheques and vouchers
- ✓ File all bills, invoices and official requisitions to the appropriate files
- ✓ Take all cheques drawn to the respective signatories for signing before releasing
- ✓ Support programme staff on processing retirements and chasing all outstanding issues

on each retirement

- ✓ Responsible for collecting invoices indicating the specifications of the item, quantity and type.
- ✓ Manage the filing system for all finance and administrative documents
- ✓ Responsible for data entry of accounting transaction in the computerized accounting package (Quickbooks).
- ✓ To act for the Finance Manager in his/her absence
- ✓ To undertake any other duties as may be assigned by immediate supervisor.

Competency required

- ✓ People of good track record,
- ✓ High integrity and be able to manage and handle large sums of money.

Minimum academic qualifications: Grade 12 - English, Maths & Accounts and/or AAT Level II

Experience: Not less than **two yea**rs preferably in a development organization.

PROGRAMME DIVISION

Programme Manager

Job role: To plan develop and manage Human Right Based Approach program that meets the strategic goals and objectives of Network.

Reports to: National Coordinator

Main Tasks and Key results areas

- ✓ Principal Deputy to the National Coordinator
- ✓ Initiating and developing program activities to address strategic needs of Network
- ✓ Coordinating and monitoring program implementation to ensure attainment of planned results
- ✓ Providing technical support to improve the performance of the staff in the prevention and management of Gender Based Violence and resource mobilization
- ✓ Developing and maintaining networks with partner agencies for resource sharing and saving,
- ✓ Developing short-term plans that address the strategic plan objectives of Network
- ✓ Preparing program activity reports for the Network.
- ✓ Coordinating the implementation of the Strategic Plan and Plan of Action of the Network against Gender Based Violence.
- ✓ Planning and coordinating training workshops and programmes related to women's rights promotion and gender based violence.
- ✓ Preparing reports (activity and quarterly and annual reports, etc.) and working papers as required by donors.
- ✓ Writing project proposals and actively searching for donors willing to partner with the Network on GBV projects and programmes.
- ✓ Providing professional advice on women's rights and GBV issues to members of the

Network and other bodies interested in the promotion and protection of the rights of women and children

- ✓ Collecting and circulating to member organisations and partner's relevant information on women's rights and GBV issues in The Gambia.
- ✓ Facilitating and promoting networking and collaboration between and amongst the Member Organisations of Network and other like-minded organisations.
- ✓ Spearheading or involving in research activities and field trips as required by the Network.
- ✓ Establishing a monitoring and evaluation system for the work of the Network, in particular for the RATAs Project.
- ✓ Work with the Finance and Admin. Manager on issues relating to budgets.
- ✓ Perform any other duties that may be assigned by the National Co-ordinator.
- ✓
- ✓ To act for the National Coordinator r in his/her absence

Minimum academic qualifications: A degree in any of the following fields: Development studies Management Gender or Social Studies, social studies.

Competencies required.

- ✓ Ability to : develop project proposals,
- ✓ identifying donors and marketing proposals,
- ✓ Preparing activity plans and budgets,
- ✓ Initiating needs assessment/operational research,
- ✓ Writing reports and giving timely feedback,
- ✓ Developing supervisory tools and training staff to use them,
- ✓ Developing and updating partner profiles, negotiating, lobbying and communicating in a timely manner with partners,
- ✓ Disseminating reports to stakeholders,
- ✓ Utilizing report results for planning and decision making.

Experience: Not less than **five** years.

<u>Programme Officer –Monitoring and Evaluation (PO-M&E)</u>

Job role: Develop and implement a management information/research evaluation system that addresses the needs of Network.

Reports to: Programme Manager

Main Tasks and Key results areas:

- ✓ Development of MIS tools
- ✓ Training staff in the use of MIS
- ✓ Developing databases and data capture software for the Network's management and programme needs
- ✓ Undertake internal project and programme evaluation
- ✓ Develop staff capacity in operations research.
- ✓ Undertake the Network's research activities and studies for programme development

Minimum academic qualifications: A degree in any of the following fields: Demography, Social science, Reproductive Health Research or related training in research and evaluation or Information Technology.

Competencies required:

- ✓ Ability to collect, manage and create information data base which is easily retrievable
- ✓ Computer program designing and installation skills
- ✓ Ability to design tools to meet the network information needs
- ✓ Planning, monitoring and training skills.

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Experience: Not less than **two** years in the research, monitoring and evaluation field with previous NGO experience.

Advocacy and Campaign Officer: PO-ACO

Job role: Develop and coordinate the Network's Advocacy and campaign strategies and activities. .

Reports to: Program Manager

Main Tasks and Key results areas:

- Be responsible of the overall coordination of all advocacy and campaign related activities or the project.
- provide technical support in the design and implementation advocacy and IEC strategies and activities
- Participate in monitoring and evaluation of project activities and ensuring quality and timely reporting in accordance with the project reporting requirements.
- Directly supervise, mentor and monitor advocacy work of other members of the network in relation to the project.
- Support briefings and de-briefings of project activities with the National Coordinator, Network against GBV, ActionAid, Media houses, and all partners including project stakeholders and donors whenever necessary. Promote the project and the Network to other relevant bodies and stakeholders.
- Initiate and coordinate behavior change operations research
- Support in providing necessary information and documents in relation to project activities undertaken by you for internal and external auditors and other reviewers.
- Advocate for new members for the network especially amongst non-traditional allies
- Work collaboratively with the Network members in the development, implementation, monitoring and reporting of GBV and media communications materials for programme and resource mobilization development support.
- Ensure that NGBV social media pages are update with all activities implemented for visibility.

  Perform any other project related duties as assigned by the national Coordinator

Minimum academic qualifications: A diploma or relevant equivalent qualification in any of the following fields: Communication studies, Gender, social sciences and community development**.**

Competencies required.

- ✓ Ability to assess GBV/VAW and HRBA needs,
- ✓ Audience analysis and segmentation skills,
- ✓ Communication using various channels,
- ✓ Development of IEC materials,
- ✓ Development of activity plans and budgets,
- ✓ Supervision and coaching skills,
- ✓ Writing reports and giving feedback.

Experience: Not less than **three** years in a related field with previous NGO experience.

Communication Assistant

Key Duties & Responsibilities:

- ✓ Assist to ensure compliance of activities with project communication strategies by following donor and NGBV policy.
- ✓ Assist the advocacy and campaign officer to develop key promotional messages in consultation with project team.
- ✓ Assist Advocacy officer in coordinating communication activities and events of NGBV and partners
- ✓ Assist in awareness raising campaign events information dissemination work for target groups
- ✓ Support Advocacy officer in dissemination of communication materials to relevant stakeholders.
- ✓ Work with advocacy Officer to draft case studies and make a documentary.
- ✓ Responsible for the production of pictures and documentaries of project activities.
- ✓ Maintain documentation management system filing, (hardcopy and or network.
- ✓ Assist the Advocacy & Campaign Officer in updating the Facebook page, twitter handle and website of the Network.
- ✓ Promote & facilitate reporting of Network activities by the media.
- ✓ Assist in filing letters and documenting reports of activities and cases from media houses for future references
- ✓ To act for the Advocacy Officer in his/her absence\
- ✓ To undertake any other duties as may be assigned by immediate sup

Competencies required.
Skills in writing and editing sketches
Shooting editing and production of documentaries
Knowledge and skills to update website another social media posts

Driver

Job role: To provide transportation support to all departments as directed by the Admin and Personnel Officer

Reports to: Administration and Personnel Assistant

Main tasks and key result areas:

- ✓ Responsible for the safe custody of the vehicle, equipment, fuel and oil at all times during working hours
- ✓ Responsible for reporting any defects in the vehicle to the Admin and Personnel Assistant as soon as possible, or at the end of the day's work.
- ✓ Must not permit any unauthorized persons to drive the vehicle. For the purpose of this order, the expression "unauthorized person" means anybody who has not been given permission to the drive the vehicle by the Network.
- ✓ Must not use the vehicle for "unauthorized journeys". For the purpose of this order the expression "unauthorized journeys" means journeys which have been authorized by the National Coordinator or the Administration and Personnel Assistant.
- ✓ Must not be under the influence of alcohol or any other drug while on duty or smoking while driving the Network's vehicle
- ✓ Responsible for carrying out daily maintenance before commencement of the day's work i.e. Fuel and oil, tires, body, cab (in working order and clean)
- ✓ Responsible for seeing that their log sheets are filled in at the end of each day's work for the night or wherever directed by the Officer in charge.
- ✓ Must see to it that the vehicle undertakes a general maintenance at an approved garage, preferably on the last day of each month.
- ✓ Must always park the vehicle in the office compound at the end of each day's work for

the nigh or wherever directed by the Officer in charge.

- ✓ Must not exceed the speed limits required by the law
- ✓ Any accidents, as a result of which damage, dents, scratches or injury is caused to any person, vehicle, animal or property, must be reported as soon as possible to the nearest police station or police officer and to the Admin Assistant. The vehicles should not be removed from the site of the accident without the permission of the police unless:
    a) The Safety of other users of the highway demands it.
    b) The accidents are of a trivial nature
    c) It is essential that the vehicle concerned be used to convey injured persons to a place where medical attention is available or convey medical personnel to the injured.
- ✓ All other accidents no matter how small must be reported immediately to the Admin Assistant.

Competence required:

- ✓ Ability to read and write,
- ✓ reliability and punctuality

Minimum academic qualifications:

School leaving certificate

Experience: Not less than **three years** relevant experience

STAFF APPOINTMENTS

1. All staff appointments will be subject to production of the following requirements:

    - Original certificates and proof of academic qualifications,
    - Experience and any other information as may be required.
    - National identity documents and TIN

NATURE OF STAFF APPOINTMENTS

1. All staff appointments are based on contracts whose continuous existence is subject to availability of funds, performance of the staff member, and relevance;
2. All appointments are subjected to probation of between three to six months.

SERVICE CONTRACT APPOINTMENTS

1. Service contracts entail the hiring of consultants or specified service providers for the purposes of achieving a specific task within a short term. A terms of reference (TOR) shall be designed to include the definition of the task, the timeframe, penalty clauses, and fee and mode of payment;
2. Service contracts in any case shall not last more than 12 months;
3. Service contracts shall be advertised or single-sourced depending on the availability of time, urgency of the task and special skills needed for the task, and based on felt needs of the Network, and in line with procurement guidelines in Part II Section 5;
4. For any service contract, a TOR shall be developed and a contract signed with the identified consultant or service provider.

EMPLOYEES' FILES

1. The National Coordinator bears responsibility for the keeping and confidentiality of the personal records of all members of staff;
2. All members of staff shall have individual personnel file opened in their names to contain their employment records. These include documents relating to their job applications, appointment, promotions, leave, appraisals, discipline, medical cases, among others;
3. No member of staff shall have direct access to his or her personnel file. Personnel files are the property of the Network.

INDUCTION OF NEW STAFF

1. Newly appointed employees shall undergo an induction process to understand and familiarize with the history, structure, aims, policies and programs of the Network and the work of the Secretariat;
2. The inducted staff should write an induction report

GENERAL EMPLOYMENT POLICY

1. Where a post is to remain unoccupied or vacant for any reason for at least 22 working days, the National Coordinator may designate an appropriate staff to oversee the unoccupied post;
2. Staff members designated to oversee another post shall be entitled to an acting allowance depending on the position to be overseen.
3. A staff member shall not oversee a position for more than six months in which case either the staff shall enjoy promotion to acquire the position or a new recruitment is conducted or the position is closed.

INTERNSHIP AND VOLUNTARISM

1. The Network shall institute an internship program for the purpose of exchange and learning from, and develop interested individuals on various capacities. An internship policy shall be developed for this purpose;
2. Interns shall be recruited from mainly tertiary institutions and other young people for the purpose of introducing them to gender and development issues;
3. Volunteers and Interns can serve for up to 12 months at the Secretariat, and may enjoy pecuniary benefits;
4. An agreement shall be entered into between the intern or volunteer and the Network which shall set out the terms and conditions of the internship;

CHAPTER 2

PERFORMANCE APPRAISALS, PROMOTIONS AND SALARY INCREMENTS

PERFORMANCE APPRAISAL

1. All staff appointments shall undergo a performance evaluation every year. A standard performance appraisal system comprising a form and identified process shall be introduced;
2. The National Coordinator shall be appraised by the Chair of the Executive Committee;
3. All other staff members shall be appraised by their line managers;
4. The appraisal process shall consider staff performance against the agreed targets, challenges and successes, and prospects for promotion, pay review, and training or remedial action.

PROMOTION AND SALARY INCREMENTS

Promotion from one Grade to another or to a higher position in the service of the Network Against Gender Based Violence shall be subject to the following conditions:

1. Promotion from one grade to another shall be based on performance evaluations and

availability of funds and determined by the National Coordinator in consultation with the Executive Committee Chair;

2. A staff member shall not enjoy a promotion if the next position is significantly higher than the current position he or she holds. In this case, the position shall undergo a new recruitment process;
3. Needs of the organisation and the existence of the vacancy as determined by the National Coordinator in consultation with the Executive Committee Chair.
4. Qualifications, efficiency, sense of responsibility, results of the performance evaluation and good conduct as evidenced by employee's personal records.
5. Experience and seniority. The appointing authority may, at its discretion, promote deserving employees out of the normal turn of seniority in service

SALARY ON PROMOTION

An employee's salary on promotion shall be decided by the appointing authority, and shall be:

1. At least the minimum of the new scale if the salary he/she was receiving before promotion was less than the minimum of the scale to which he/she has been promoted;
2. At least the next incremental position in the new scale above his/her salary before promotion if the salary he/she was receiving before promotion was greater than the minimum of the scale to which he/she is promoted.

SALARY ON DEMOTION TO A LOWER GRADE

On account of misconduct or inefficiency, the appointing authority may demote an employee to a lower grade or post where appropriate and the reduction shall take effect as long as it is necessary and subject to review.

CHAPTER 3

RESIGNATIONS, TERMINATION, BENEFITS/PENSIONS, TAXES, MEDICAL TREATMENTS

RESIGNATIONS

1. An employee may resign his/her appointment upon giving the required one month's notice in writing to the Network, or pay one month's salary in lieu of notice.
2. The final benefits due to the employee shall be paid only after confirmation from the employee's supervisor that all properties of the Network for which the employee was in possession of, or responsible for, have been returned in satisfactory condition, and confirmation from accounts that all advances or debts to the organisation have been resolved.
3. Age of retirement shall be 60years and in accordance with the Labour Act of the Gambia.

TERMINATION

The Network may at any time terminate the services, or make redundant any member, of staff in line with the contractual obligations with the staff member and in any case according to Gambia labour laws.

SUMMARY DISMISSAL

a. The Network reserves the right to dismiss or suspend an employee as the case may be, instantly and without notice in case of gross misconduct;
b. The Network reserve the right to terminate an employee based on a genuine reasons.
c. In the case of such action, the National Coordinator or the Chair of the Executive Committee must have compelling evidence to base and defend such decision in any

court of law;

d. In general dismissal and termination of the services of an employee shall be informed by a proper investigation and procedures including the recognition of the right of the affected staff member to defend himself or herself;

e. Summary dismissal however shall include any of the following acts of misconduct:
   i. Being under the influence of alcohol and other substances while on duty,
   ii. Gross insubordination,
   iii. Engaging in acts of sexual violence and other forms of violence while on duty.

TERMINAL BENEFITS AND PENSIONS

1. The Network shall register all employees with the Social Security and Housing Finance Cooperation (SSHFC), and contributions to the Social Security National Provident Fund shall be paid at 10% from employer, 5% from the employee.

INCOME TAX

1. All employees shall pay Income Tax in line with the existing Income and VAT Act, and this shall be deducted from the employee's salary;
2. Records of tax and provident fund payments shall be kept for each employee.

MEDICAL, OPTICAL AND NON-COSMETIC DENTAL TREATMENT

1. The Network shall undertake a medical insurance scheme for all employees and their dependants based on the availability of funding;
2. All staff employees shall be entitled to medical, optical and non-cosmetic dental treatment in Government hospitals or certified private clinics approved under the Network's medical scheme;
3. The Network shall be responsible for the payment of 75% of medical optical and non-cosmetic dental bill charges for the staff provided such medical case is not a pre-employment condition; In such cases the staff member shall contribute 50% of the cost of medical service;
4. The Network shall not evacuate a member of staff out of the jurisdiction of the Gambia for medical reasons;
5. In the event of unavoidable medical, optical and non-cosmetic dental treatment being received by an employee from any registered medical practitioner, the medical expenses shall be reimbursed by the Network upon presentation of genuine certified receipts, and in any case such expenses should not be more than D500.

CHAPTER 4
GENERAL CODE OF CONDUCT AND DISCIPLINE

Code of Conduct

1. All members of staff shall at all times whether on duty or not, conduct themselves in a manner as befits an employee of the Network. Staff members must dress neatly and decently at work;
2. Employees are in the position of trust and are expected to be honest.
3. Employees shall demonstrate a high level of professionalism and integrity in their work;
4. Employees shall respect and protect the rights of all and uphold the equality of men and women;
5. All employees are expected to serve faithfully and are required to maintain the strictest confidentiality regarding the affairs of the Network. An employee shall not divulge, directly or indirectly, any confidential information;
6. The Network encourages whistle blowing as a means to prevent and expose corruption in all forms including sexual harassment and other indecent activities within the Secretariat;
7. All employees are expected to be punctual at work and work related appointments with others and not to absent oneself from duty without prior approval of the National Coordinator or line manager.
8. The National Coordinator shall issue a warning letter to any employee who is habitually late, absent, or fails to arrive at work related appointments punctually. More than six incidents of lateness in a month shall be considered habitual. In the case of the National Coordinator, such letter should emanate from the Chair Executive Committee.
9. Any absence without permission will warrant a disciplinary action. Should an employee be absent for 10 days without permission or satisfactory excuse, that employee's position shall be considered vacant.
10. The National Coordinator may permit a staff member to undertake a short-term contract or consultancy privately provided such assignment shall not interfere with his or her work. Where such is the case, the staff member can take his entitled leave to carry out his personal activities.
11. The Network encourages members of staff to speak to the press in promotion of the work of the Secretariat and the Network as a whole without prior approval from the National Coordinator. However where the issues involve sensitive organizational issues or the staff member is not sure, seek approval of the National Coordinator.

WORKING HOURS

1. Working hours at the Secretariat are thirty six hours per week as follows:
    a. Monday to Thursday: 0800hrs to 1600hrs
    b. Fridays – 0800hrs to 1230hrs

    c. There shall be a one-hour or 30 Minutes break during office hours as follows:
    Monday to Thursday: 1.30pm - 2.30pm

Friday: 11am - 11.30am

2. There may be flexible working hours as far as an employee ensures a working period of 36 hours a week and meet targets;
3. Each employee shall record the time of reporting to work every day in the register book at the reception or with his or her appropriate supervisor.

DISCIPLINARY MEASURES

1. An employee found to have breached confidentiality or embezzled funds, falsified accounts or conducted some fraudulent practice shall liable to dismissal;
2. The Network reserves the right to institute legal action against any employee suspected to have caused damage to the organization in any way;
3. An employee who breaks any of the rules, refuses official and lawful instructions of a line manager, shows negligence or incompetence, or fails to fulfil the duties that are outlined in his or her terms of reference, shall be liable to written warning. The warning will be recorded in the personnel file of the person concerned.
4. In the event of recurrent misconduct, negligence or incompetence, a second warning will be issued;
5. In the case of a third warning, the employee will be on suspension for 10 working days with half salary. The Network will not consider any allegation serious and worthy of investigation until the individual lodging the complaint puts it in writing.

APPEALS

1. The employee has the right to appeal against termination or dismissal to the Chair of the Executive Committee who will appoint an appeal committee to adjudicate on the appeal. The Committee must at least include one representative on behalf of the affected person whose case is in appeal;
2. The proceedings of the appeal will be recorded and will be entered in the personnel file of the employee and a copy will be provided to the employee. The decision of the appeal committee will be final.

POLITICAL ACTIVITY

1. The Network is a non-partisan, non-religious, non-racial organisation. While Network staff may have their political beliefs as private citizens, those beliefs should not in any way be regarded as those of the Network;
2. Employees should not in any way express support for any political party while carrying out their duty, nor contest for party political seats. Any staff that intends to seek political office must take a one year leave without salary. Where the employee wins such political seat, he or she shall resign the position.

CHAPTER 5

LEAVE

VACATION LEAVE

1. Each and every member of staff is entitled to 22 working days paid annual leave after completing 12 consecutive months of work;
2. It is a policy of the Network to encourage staff to take their scheduled annual leaves and this policy shall be enforced as much as possible. However where it is not possible for a staff to take his or her leave entitlement at the proper time, this should be recorded by the line manager and filed in the personnel file of the employee. Such outstanding leave entitlement shall however be taken in the first half of the following year;
3. Where a staff member willingly fails to proceed on his or her leave, such leave will be forfeited.

COMPASSIONATE LEAVE

1. For various difficult situations that a member of staff may encounter personally, the Network shall exercise compassion by offering a short term Compassionate Leave of five working days maximum. Such leave shall not be deducted from the annual leave of the staff member. Compassionate Leave is at the discretion of the National Coordinator;

CASUAL LEAVE

1. A staff member could also seek for a casual leave of not more than 5 working days which shall be deducted from his annual leave;
2. Both the Compassionate Leave and Casual Leave could be taken together.

SICK LEAVE

1. An employee shall benefit from a sick leave with full payment for up to six months provided a medical certificate signed by The Medical Board is sent to the National Coordinator and renewed at least after every three months.
2. If after six months the employee is still certified as unfit to work, the National Coordinator may allow such sick leave be extended for additional six months on half salary;
3. If the employee is unfit for duty after a year on sick leave, the National Coordinator shall retire the staff member on medical grounds.

MATERNITY AND PATERNITY LEAVE

All male and female staff are entitled to maternity and paternity leave as per the conditions set out in the Women's Act 2010

CHAPTER 6
ALLOWANCES AND AWARDS

ALLOWANCES

1. Where applicable, staff members shall enjoy allowances in addition to salary;
2. Staff members who are travelling from the head office to locations other than going back to usual abode to conduct official business overnight locally or internationally shall enjoy allowances for accommodation and lodging and food otherwise known as Daily Subsistence Allowance (DSA);

3. Local DSA rate shall be one thousand five hundred dalasi (D1500) per night as follows:
    a. Accommodation – D1000
    b. Food – D500
    c. Incidentals – D500
    d. Allowance for Support staff shall range from three hundred to One thousand dalasis (D300 to 1000) daily depending on the services provided.

4. International DSA rate shall be based on prevailing UN rates.
5. Where the employee has to use his or her own means of transportation to attend meetings or activities within the Gambia on behalf of the Network, such transportation cost will be provided ranging from the minimum amount of one hundred and fifty dalasi (D150) to the maximum amount of one thousand Dalasi (D1000.00) depending on the destination of the employee for every return trip.
6. The above amounts shall be reviewed as and when necessary.

ACTING ALLOWANCE

An acting allowance shall be paid when the staff member is acting in a position. The acting person shall be paid 100% of the difference between the two positions;

RESPONSIBILITY ALLOWANCE

Responsibility Allowance shall be paid to a staff that is overseeing another position of the same grade. Such allowance shall be 25% of the salary of his or her grade.

RECOGNITION AND AWARDS

1. The Network shall institute a Recognition and Award Policy for its staff as a means to raise morale, encourage performance and excellence in our work;
2. Outstanding staff that have performed exceedingly well in the year will be identified for recognition and award in kind or cash to be determined by the National Coordinator in consultation with the Executive Committee Chairperson;

CHAPTER 7
EFFECTIVE MANAGEMENT

MEETINGS

1. There shall be quarterly staff meetings involving all members of staff;
2. There shall be monthly management meetings headed by the National Coordinator and list of issues to be discussed could be as follows:
    a. Financial and programmatic reports
    b. Management issues
3. The program section shall hold weekly program meetings headed by the Program Manager. The Finance team shall hold weekly financial management meetings.
4. All meetings shall be recorded and minutes shared to all participants within seven working days.

REPORTING

1. All program officers shall be required to provide quarterly reports on their activities;
2. All members of staff shall be required to produce a report on the following activities:
    a. Local and international meetings attended

b. Field visits conducted
c. Trainings conducted or attended
d. Events organized

3. The Secretariat shall produce quarterly, bi-annual and annual reports.

INFORMATION AND COMMUNICATIONS

1. There shall be a staff notice board within the Secretariat to carry all relevant information for the staff;
2. In addition to letters, memos or circulars, emails shall also be considered official channels of communication;
3. The Network shall have an official website and email system with its own domain name;
4. Each and every member of staff shall be required to have an official email address;
5. Information sharing shall be timely, adequate and clear.

PART 2

FINANCIAL GUIDELINES

INTRODUCTION

This section of the Management Handbook entails the financial guidelines of the Network. The purpose of the guidelines is to set out the day-to-day financial practices of the Network

in order to institutionalize a predictable, transparent and accountable value for money use of resources. It sets out internal controls to prevent wastage, fraud, and separation of duties and identify responsible persons for all transactions. Financial management refers to the art of managing the inflows and outflows of resources to an organization. Financial management involves Financial Planning, Financial Accounting, Financial control and Financial Accountability. **Thus financial management entails** matching income and expenditure budgets over the longer-term; producing financial reports about financial activities of an entity; the creation of a financial framework to make the best use of the resources available and the obligation to answer for the discharge of responsibilities.

The finance staff, headed by the Finance Manager, are responsible for the overall financial management of The Network.

SECTION 1: ACCOUNTS OF THE NETWORK

1. The Network shall operate accounts in reputable and registered banks in The Gambia

for the safekeeping of its financial resources;

2. In line with Art. 28 of the Constitution, the signatories to the accounts shall be the National Coordinator, the Chairperson and Treasurer of the Executive Committee**.** Any two of the three officials may sign cheques of the Network's Accounts.

3. The National Coordinator shall provide quarterly financial statements of the Network to the Executive Committee;

4. The financial year of the Network starts on 1st January and ends on 31st December;

5. The financial accounts of the Network shall be audited at the end of each financial year by an external auditor to be procured in line with procedures stipulated in Section 5 of the Network's Constitution;

SECTION 2: ANNUAL WORK PLAN AND BUDGET

1. For every project there shall be an annual work plan and budget to be prepared by the program and finance teams. While program implementation is the responsibility of the program team, the management and disbursement of the funds lies with the finance;

2. The Program Manager together with the Finance Manager shall co-ordinate the budget preparation process to guide the process;

3. The budget shall be based on the work plans and estimates from the project activity plans. Budgets, and budgetary control, are central to the organisation's financial and management systems. Budgeting relies on effective co-ordination between departments within the secretariat;

4. The finance team shall ensure proper tracking of the budget and provide timely feedback to the program team on the status of the availability of funds;

5. In order for budgets to serve as useful monitoring tools, their preparation must involve all management staff. This involvement will help to ensure that budgets are realistic, efficient and a reflection of the organization`s financial year activities.

6. The Finance Manager shall submit the budget to management for approval;

7. On a periodic basis, management shall review the budget performance, i.e. Actual activity Costs in comparison to planned activity costs.

SECTION 3: INTERNAL CONTROL MECHANISM

This section involves the systematic recording and capture of accounting data into the mainstream set of books of account. It also involves the explanations and or accounting procedures to be followed in documenting the transactions.

DOCUMENTATION OF ACCOUNTING RECORDS IN INFORMATION SYSTEMS

1. Documenting accounting records call for the primary books of account to be put in place.

BOOKS OF ACCOUNTS

1. The following books of accounts shall be created for records keeping for each and every project. Projects must not share any book.
    - Petty Cash Book
    - Main Cash Book
    - General Ledger
    - Purchase Register
    - Fixed Assets Register
    - Contracts Register
    - Payroll Register
    - Income and Expenditure cash book
    - Receipts and payments register
    - Suppliers register
    - Local Purchase Order

2. All the above records will be kept up-to-date and presented for audit from time to time.

BANK ACCOUNTS

1. All projects shall open a separate bank account.

PAYMENT REQUEST MEMO

1. A payment request memo is an internal document that must be completed whenever disbursements are required. This is the primary document finance relies on to effect payment. This document can be raised by a member of staff and must be approved by the National Coordinator/Program Manager or someone delegated to do so. Payment request memo must have the following information:
    i. The date of originating the memo
    ii. The name of the person to be paid
    iii. Reason for the payment (Particulars)
    iiii. The amount to be paid
    v. The Coding instructions
    vi. The requester's signature
    vii. The recommender's Signature
    viii. The Approver's Signature

CHEQUE PAYMENT VOUCHER

1. A Cheque Payment Voucher is a financial document prepared whenever a payment is to be effected by the program. Every cheque payment must be serially numbered. The serial number must be in numeric order and continuous. The information on every cheque payment voucher must agree with the information on the cheque. Photocopies of all cheques issued must be kept by accounts. The Cheque Payment Voucher must have the following information;
    i. The date of the voucher
    ii. The voucher number
    iii. The payee's name
    iv. The Coding (Charging) information

v. The amount to be paid out, both in figures and words

vi. The signature of the person who prepares, the person who checks and the person who authorizes the cheque.

vii. The signature of the recipient of the cheque

2. The officer, who is responsible for voucher preparation, must not pass vouchers. All vouchers, must be passed by the Finance Officer
3. The National Coordinator or any other authorizing officer must authorize all cheque payment vouchers in his/her absence. All supporting documents must be attached to the Cheque Payment Voucher. These include, but not limited to:
    - Supply requests / LPO/Purchase Requisitions
    - Vendor invoices,
    - Goods Received Notes/ Delivery Notes,
    - Receipts, Bills,
    - Travel Expense Reports,
    - Payment Requests
    - Contract Agreements

4. All necessary supporting documents must be attached to the cheque payment voucher. Once paid, the voucher and all its supporting documents must be defaced with a "Paid" stamp in order to avoid paying the same invoices again. In circumstances where a cheque issued is lost, every effort must be made to recover the lost cheque. If the cheque cannot be recovered the following procedure shall be followed:

    - Write officially to the bank requesting for a stop payment of the lost cheque. This letter must specifically state the cheque number, the payee and the date of the cheque and the amount.
    - The Administrative office must obtain a letter from the bank confirming that payment of the lost cheque has been stopped.
    - Prepare a new payment voucher for the same payee and amount as the original payment voucher.
    - At the close of the month, the Finance Manager must confirm that the lost cheque does not appear on the bank statement. This verification must continue for the next six months after which period the cheque will be obsolete.

RECEIPT BOOK

1. A Receipt Book is a financial document prepared whenever the Network receives funds for a project or otherwise. The receipt may be in the form of cash, cheque, bank transfer etc. Each receipt book must have the following information:

    - The date of the Receipt
    - An indication of whether the receipt is cash, cheque or telegraphic transfer
    - A serial voucher reference number
    - The paying organization/person
    - Coding, showing the beneficiary program
    - The amount received both in words and in figures
    - The signature of the one who prepared the documentation.

PETTY CASH

1. Petty cash impress is an amount of money kept in the office to meet minor expenses. Petty cash shall cover expenses not exceeding D500 for any one transaction and petty cash float is set at D3000. Petty cash shall be kept in a safe by the accounts. The following procedure is carried out to complete any petty cash transaction:

- A request is made on paper and signed by the Accountant or any authorised officer.
- The Accounts Clerk prepares petty cash voucher
- Payment is effected and recipient signs voucher.
- The Finance Manager is responsible for making spot checks by conducting physical petty cash counts and reports on any findings

PETTY CASH REPLENISHMENT

The amount required for replenishment each month is taken from the monthly summary report. A request will be raised and sent to the National Coordinator for replenishment. Upon approval, a cheque will be drawn and the float is brought back to D4000.

MAIN CASH BOOK

1. There shall be a Main Cash Book to record all receipts and payments. Separate cashbooks are recommended where bank accounts are maintained in different banks and currencies.
2. Any funds received shall be deposited in the bank the same day or the next working day and/or after a weekend or public holiday;
3. Under no circumstances shall any cash received be added to the normal petty cash account;
4. In the computerized system, the cashbook will be maintained on the computer. The accounting software will guide the procedure of posting the cashbook on the computer.

GENERAL LEDGER

1. Monthly entries will be posted to the General Ledger.
2. Transactions posted to the general ledger will originate from entries, which are summaries of transactions from the subsidiary books/records.

PURCHASE REGISTER

1. A Purchase Register shall be maintained to record the details of purchases made and also indicate the unpaid invoices in hand. The register will contain the following details:

- Serial Number (Sr. No.)
- Date
- Name of the Supplier
- Invoice No. & Date
- Particulars of Items Purchased
- Total Amount
- Date Payment due
- Date Payment made and voucher number
- Local Purchase Order
- Account debited

INVENTORY MANAGEMENT

1. All items purchased or donated by the Network shall be kept in a store and managed properly using inventory management tools;
2. Issues shall be effected upon presentation of an authorized requisition voucher;
3. Lifespan of items kept shall be continuously monitored and in the case of expiry, damage or not fit for use, the item shall be recorded and submitted for disposal;
4. Disposal of items shall be in the form of burning, burying or any other means deemed fit by the Network but must be supervised by an authorized official;
5. Damaged assets or assets not found functional can be recommended for disposal by sale, donation or any other means found appropriate by the network.

INSURANCE AND FIXED ASSETS REGISTER

1. Each major movable and immovable property will be entered in the fixed assets register with the relevant details from the purchase and payment documents. Every year, depreciation will be charged on straight line basis and value will be calculated. Example Motor vehicle 5years, computer 3years
2. All office materials shall be numbered and entered in the assets register.
3. All fixed assets where necessary must be insured the moment they are acquired or at such a time that the Network gains title of the asset.
4. Any item above the value of D5000 shall be classified as an asset.
5. Any asset valued D30, 000.00 and above shall be insured including fix assets.

6. All assets shall be kept in the office premises including laptops; staffs who want to use assets outside the office should get the approval of the National Coordinator by writing.

CONTRACTS REGISTER

1. There shall be a contracts register to provide a record of all contracts entered into by the Network. This will show the contract price, date of start and expected end, name of contractor, and instalments paid and yet to be paid.

PAYROLL REGISTER

1. There shall be a payroll register to record salary and allowances paid to staff on monthly basis. For a Staff to be entered on a payroll, he/she must have a valid contract, which spells out the monthly entitlements and any other entitlements.
2. The Accounting Assistant shall prepare the payroll and passed to Finance Manager for processing.

CLASSIFICATION OF EMPLOYEES

The employees of the Network Against Gender Based Violence (NGBV) for the time being shall be classified as follows:

Category	**Band**	**Position**
Category A	Band 5	National Coordinator
Category B	BAND 4	Managers 1. Finance and Administrative Manager 2. Program Manager
Category C	Band 3	Officers 1.Advocacy Campaign Officer 2.Monitoring and Evaluation Officer 2.Youth Officer 3. Communication Officer 4.Accountant
Category D	Band 2	Junior Staff 1.Accounting Assistant 2.Communication Assistant 3.Youth Assistant
Category E	Band 1	Support Staff 1.Driver Messenger 2.Cleaner 3.Security/Caretaker

APPOINTING AUTHORITY

1. Appointments of employees in Category A shall be made by the Chairperson of the Board of Directors/ Executive Committee. Employees in Categories B C, D & E shall be appointed by the National Coordinator **in consultation with the Chairperson.**

2. All appointments into the service of the Network Against Gender Based Violence, except temporary and casual appointments, shall be to posts duly created by the Board.

PAY SCALE/SALARY BAND

The salary scale of the Network Against Gender for the time being shall be according to the following salary band for five years

Category	**Band**		**1**	**2**	**3**	**4**	**5**	**6**	**7**		**Level**
		Min.								Max	
A	5										**National**

		45,000	47,500	50,000	52,500	55,000	57,500	60,000	62,500	65,000	Coordinator
B	4	30,000	32,500	35,000	37,500	40,000	42,500	45,000	47,500	50,000	Managers
C	3	20,000	22,500	25,000	27,500	30,000	32,500	35,000	37,500	40,000	Officers
D	2	10,000	12,500	15,000	17,500	20,000	22,500	25,000	27,500	30,000	Junior Staff
E	1	5,000	7,500	10,000	12,500	15,000	17,500	20,000	22,500	25,000	Support Staff

1. The approving authority shall be the competent authority to determine salaries for holders of posts in all the structure.

2. All appointments shall be made to the minimum salary (Base) of the scale applicable to the post, provided that for special qualification and experience the appointing authority may grant advance increment in the salary scale.

SALARY REVIEW

The Network shall undergo a salary review every five years to determine new rates in view of the economy and to ensure retention of staff. Salary review shall be determined by the availability of funds.

SALARY ON FIRST APPOINTMENT

All appointments shall be made to the minimum salary of the scale applicable to the post, provided that for special qualification and experience, the appointing authority may grant advance increments in the salary scale.

INCREMENT

1. Increments in salaries between 2.5% to 5% shall normally be awarded annually subject to satisfactory work and conduct. At its discretion, however, the National Coordinator or Management may award more than one step increment, just as it may withhold or defer increments.

2. Promotions shall automatically enjoy a salary increment;

SPECIAL ACCOUNT

The Network against Gender Based Violence shall charge minimum of seven per cent administrative cost to all projects before signing any contract, except joint projects where the percentage will be determine by the amount of work. Notwithstanding at least three per cent administrative cost shall be included into any project for NGBV before the agreement is signed. A special account will be operated by NGBV into which the following shall be paid into:

- Admin Costs
- Membership fees
- 25% contribution charged to consultancies engaged in by staff
- 25% of payment or honorarium paid to staff as Resource Person or facilitator

STORES/INVENTORY RECORDS

1. The Administrative Secretary must verify all goods received.
2. All goods received should be recorded and goods received note raised.

3. A register to record any goods issued shall be kept indicating the requesting officer, type of good, quantity, date of issue and signature, and value.
4. Movement of items shall be recorded in Stock Record/Tally Cards and shall be recorded on a quarterly basis showing stock balance.
5. Annual and bi-annual stocktaking shall be conducted every year.

REPAIRS/RENOVATIONS

1. All repairs should be authorized.
2. Repairs and/or renovations that cost above D201, 000 shall go to the procurement committee.
3. Purchases beyond D201, 000 shall be put to local tender, and purchases beyond D500, 000 shall go to international tender.

PHYSICAL CONTROLS

1. Physical controls shall be undertaken to safeguard assets, processes and data. This involves the use of safes for cheque books, receipt books and cash among other valuables;
2. The office premises shall be guarded and the flow of non-staff into the office environment shall be controlled;
3. There shall be restricted access to computers of the Secretariat by non-staff, and non-finance staff shall not have unfettered access to the accounts office;
4. There shall be disaster contingency plans for the protection of data and its retrieval in case of damage or loss;
5. Office doors, cupboards, drawers and lockers shall be secured with locks.

SEGREGATION OF DUTIES

1. No one person shall have responsibility of more than one of the following
    a. Authorization,
    b. Custody and
    c. Record keeping
2. No one person shall handle a transaction from beginning to end.

SUPERVISION

1. Each person's work must be looked at by a person higher in hierarchy. This can be evidenced by signature or report.

RESPONSIBILITY FOR INTERNAL CONTROL

1. At the level of the Secretariat, the National Coordinator and the management team bear primary responsibility for internal controls
2. At the Network level, it is the Chairperson who bears ultimate responsibility for internal controls;
3. All members of staff bear a certain level of responsibility for internal controls.
4. Put in place a vote charge book.

SECTION 4: TAXES AND SOCIAL SECURITY

Payment of Taxes and Social Security

1. Payments for income tax and social security shall be paid for each and every staff from their salary to GRA and SSHFC respectively.
2. All statutory payments, i.e. income tax and social security should be paid on or before the fifth of the following month after salary.

SECTION 5: GENERAL POLICY

PRIVATE CONSULTANCY SERVICES BY STAFF

1. A staff member of the Network Secretariat may engage in private consultancy services or work with the prior approval of the National Coordinator
2. A staff member of the Network Secretariat who engages in private consultancy services shall disclose such engagement to the National Coordinator prior to the commencement of such consultancy work
3. A staff member of the Network Secretariat who engages in private consultancy services shall pay to the Network 25% of the total cost of the services paid to him or her

HONORARIUM PAYMENT TO STAFF AS RESOURCE PERSON

1. A staff member of the Network may serve as a Resource Person for other organisations or institutions with the prior approval of the National Coordinator
2. A staff member of the Network Secretariat who serves as a Resource Person for another organisation or institution shall disclose such engagement to the National Coordinator
3. A staff member of the Network Secretariat who is hired as a Resource Person and for which he or she is paid shall pay 25% of the total honorarium paid to him or her to the Network.

SPECIAL EMERGENCY LOANS

In special emergency cases, the National Coordinator may grant an employee an advance of up to a maximum amount of Five Thousand Dalasis (D5, 000) repayable over a maximum period of 6 months.

TOTAL LIQUIDATION OF LOAN

All loans shall be repaid in full prior to an employee's retirement or leaving the service of Network Against Gender Based Violence unless where an alternative repayment agreement has been entered with the National Coordinator.

LOANS SUBJECT TO THE AVAILABILITY OF FUNDS

Loans shall be disbursed subject to the availability of funds and in accordance with the provisions in the budget for the relevant financial year.

SECTION 6: PROCUREMENT

PROCUREMENT

1. The Network shall in the course of project and program implementation undertake the procurement of goods and services. The purchase of goods and services must be guided by the principle of value for money;
2. All procurement transactions are to be conducted in a manner to provide, to the maximum extent practical, open and free competition. Specifically, procurement transactions must preclude personal and organizational conflict of interest and non-competitive practices among contractors or vendors.
3. The procurement procedures are designed to encompass the following general procedural requirements.
    a. All procurement transactions must result in the selection of a contractor or a vendor whose bid is responsible and is the most advantageous to the Network's goals and objectives.
    b. Contracts shall be entered into with responsible vendors who possess the ability to perform successfully under the terms and conditions of the proposed procurement.
    c. Consideration must be given to such matters as vendor integrity, record of past performance, financial and/or technical resources and the potential to deliver the proposed procurement in a timely manner.
    d. Solicitation for goods and services shall be based upon clear and accurate descriptions of the technical requirements for the material, product or service to be procured. Such a description shall not, in competitive procurement, contain features, which unduly restrict competition.

DEFINITION OF GOODS AND SERVICES

1. Goods are a tangible property that has a monetary value and to which after purchase the Network retains legal title for a period of time and uses such goods in its activities.
2. Services are useful activities that are performed by individuals or companies for the Network that do not result in tangible property but produce tangible outputs or services.

SETTING UP A PROCUREMENT COMMITTEE

1. The Network shall set up a procurement committee to oversee the procurement of goods and services and hiring of consultants;
2. The committee shall be composed persons to be identified by the National Coordinator in consultation with the Chairperson;
3. Committee members shall declare any conflict of interest before the evaluation process in any procurement exercise;
4. If a member declares any relationship with a supplier that the committee considers can potentially influence his or her decision, the Chairperson will ask the committee member to excuse herself or himself from that particular evaluation exercise;
5. There shall be terms of reference for the committee to guide their operations.

PROCUREMENT THRESHOLDS

1. Procurement for the following amounts shall be carried out by the following:
    a. D200, 000 and below – by the Secretariat with three invoices
    b. D201, 000 and above – by the Procurement Committee and subject to open local tender
    c. D1, 000, 000 and above – by the Procurement Committee and subject to international tender.

PROCUREMENT PROCEDURE

1. The Secretariat shall have the authority to procure goods and services up to the amount of two hundred thousand dalasi (D200, 000);
2. A request for the procurement of goods and services shall be initiated by any member

of staff to be approved by the National Coordinator depending on approved work plan and budget;

3. The Accountant/Accounting Assistant shall be responsible for such procurement whereby he or she shall seek at least three invoices indicating the specifications of the item, quantity, and type among others; Amount below ten thousand one or two invoices can be used.
4. Where necessary such procurement shall be advertised or request for quotes made directly to suppliers;
5. Upon receipt of the invoices, a comparison is conducted by Finance and Administrative manager bearing in mind quality and cost of the goods and services in the selection of an identified supplier. The result shall be presented to the National Coordinator for approval and payment;
6. For the procurement of sundries and stationery, the Secretariat may seek the approval of the National Coordinator or Board Chair to maintain a single supplier for ease of transactions for a period of one year and subject to review;
7. The Secretariat may single source for the procurement of goods and services where there are not enough suppliers or such goods and services are provided by specialised suppliers. The approval of the Chairperson shall be required in this case;

PROCUREMENT BY TENDER

1. For procurement of goods and services amounting to D500, 000 (an advertisement shall be placed in the newspapers for 6 working days. The advertisement shall provide the purpose of the procurement, the specifications of the items or services to be provided and all other relevant details including address to which bids shall be sent;
2. Upon receipt of the bids, the procurement committee shall be convened to vet them. All bidders shall be invited to witness the opening of the bids and then excuse the committee to decide on the bids;
3. The committee shall set the standards, criteria and scores for the evaluation of the bids;
4. Selection of the right bidder shall not be necessarily influenced by only the lowest cost;
5. Upon identification of the right bidder, the National Coordinator shall inform the bidder and the payment process initiated.

Reviewed and Approved on the 23rd May 2018

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Marie Antoinette Corr	Haddy Mboge Barrow
Chairperson Executive Committee –NGBV	National Coordinator-NGBV