

# Human Resource Policy 2025



**Coastal Livelihood and Environmental Action Network**

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**Human Resource Policy**

Coastal Livelihood and Environmental Action Network (CLEAN)

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For any query, please contact:

**Coastal Livelihood and Environmental Action Network (CLEAN)**

9/A Mallick Bari Road, Boyra-Rayermahal, Khulna 9000, Bangladesh

Phone: +88 02 477 701 458 | Email: [info@cleanbd.org](mailto:info@cleanbd.org)

Website: <https://www.cleanbd.org>

**Hasan Mehedi**  
Chief Executive  
CLEAN

**Chairperson**  
CLEAN



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# About Us

## Evolution

We are a non-partisan, voluntary organisation organised, operated, and guided by socio-cultural and professional activists. CLEAN was formed in November 2010. We work throughout Bangladesh, through our partners and the members of the Forum on Ecology and Development (FED) and the Bangladesh Working Group on Ecology and Development (BWGED). We work in South Asia through the South Asia Just Transition Alliance (SAJTA).

## Legal Status

We are registered as a non-profit organisation under the Trust Act 1882 vide registration number IV-2/2015.

## Vision

To establish an environment-friendly and poverty-free secular society with equity and justice.

## Mission

Enabling communities to achieve their rights over nature and natural resources for a healthy environment and sustainable socio-economic development.

## Working Area

We work directly in the coastal region of Bangladesh, as well as throughout the country in association with our program partners. We have a strong presence in the districts of Barisal, Chattogram, Cox's Bazar, Dhaka, Gaibandha, Khulna, Mymensingh, Narayanganj, Petrokona, Noakhali, Patuakhali, Rajshahi, Rangpur, Satkhira, and Sunamganj in

Bangladesh. We also work in other South Asian countries in coordination with our alliance members.

## Participants

We directly work with disadvantaged individuals, particularly small and marginal farmers, fisher communities, forest dwellers, and Indigenous peoples. We also work with youths, students, academicians, researchers, government agencies, private entities, journalists and like-minded organisations as participants in creating voices for the voiceless.

## General Body

Our General Body has 15 members and 53 associate members. It is the supreme authority of CLEAN, which sits annually to approve financial and operational reports, elect the Executive Committee, and oversee strategic actions.

## Executive Committee

Our Executive Committee consists of five members, who are elected by the General Body every five years. It meets at least twice a year to oversee organisational performance.

## Principle Office

Our principal office (also called headquarters) is situated at 4 Mallick Bari Road, Boyra-Rayermahal, Khulna 9000, Bangladesh.

## Contact person

Hasan Mehedi, Chief Executive  
Cell Phone: +880 1325 062 750  
Email: [mehedi@cleanbd.org](mailto:mehedi@cleanbd.org)



# Acronyms

|       |                                                                            |       |                                                                             |
|-------|----------------------------------------------------------------------------|-------|-----------------------------------------------------------------------------|
| AOB   | Anonymous Opinion Box                                                      | JD    | Job Description                                                             |
| APA   | Annual Performance Appraisal                                               | JEDI  | Justice, Equity, Diversity, and Inclusion                                   |
| BWGED | Bangladesh Working Group on Ecology and Development                        | KPI   | Key Performance Indicator                                                   |
| CE    | Chief Executive                                                            | LWP   | Leave Without Pay                                                           |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women | MEAL  | Monitoring, Evaluation, Accountability and Learning                         |
| CHS   | Core Humanitarian Standard                                                 | NDA   | Non-Disclosure Agreement                                                    |
| CLEAN | Coastal Livelihood and Environmental Action Network                        | PANEL | Participation, Accountability, Non-discrimination, Empowerment, and Linkage |
| EC    | Executive Committee                                                        | PIP   | Performance Improvement Plan                                                |
| EDD   | Expected Date of Delivery                                                  | SAJTA | South Asia Just Transition Alliance                                         |
| EEO   | Equal Employment Opportunity                                               | SBA   | Service Bond Agreement                                                      |
| FAC   | Finance & Administration Cell                                              | SMART | Specific, Measurable, Achievable, Relevant and Time-bound                   |
| FED   | Forum on Ecology and Development                                           | SMT   | Senior Management Team                                                      |
| FPIC  | Free, Prior, and Informed Consent                                          | SRF   | Staff Requisition Form                                                      |
| GOB   | Government of Bangladesh                                                   | TDS   | Tax Deducted at Source                                                      |
| HR    | Human Resource                                                             | TOR   | Terms of Reference                                                          |
| ILO   | International Labour Organisation                                          | VPN   | Virtual Private Network                                                     |



# 1. Introduction

As a rights-based organisation dedicated to championing climate justice, ecological integrity, and community empowerment, our credibility rests upon our ability to embody these principles within our structure. Our people are our most valuable asset, and this Human Resource (HR) Policy serves as the foundational framework to nurture, support, and guide them. For a small, grant-reliant organisation, this policy is not about creating a rigid bureaucracy, but about establishing clarity, fairness, and a predictable environment where every staff member understands their rights and responsibilities. It formalises our commitment to move beyond ad-hoc decision-making, ensuring consistent and equitable treatment for all. By aligning our internal practices with the Bangladesh Labour Act and ILO standards, this policy mitigates risk, promotes a culture of respect and safety, and provides clear channels for communication and grievance redress. Ultimately, this HR Policy is a vital tool for building a resilient, motivated, and principled team, ensuring that our internal culture supports and strengthens our external mission.

## 1.1. Rationale of the Policy

Our greatest asset is the dedicated and competent team. This HR Policy is designed to create a supportive, fair, equitable, and productive work environment that enables staff to contribute effectively to our mission. The policy aims to establish clear guidelines and procedures for all HR matters, ensuring transparency, consistency, and compliance with the laws of Bangladesh and international labour standards. Our philosophy is rooted in the principles of social justice, respect for human dignity, and environmental stewardship, which we strive to embody in our internal practices.

## 1.2. Title of the Policy

This document shall be known as the 'Human Resource Policy' of the Coastal Livelihood and Environmental Action Network (CLEAN).

## 1.3. Scope of the Policy

This policy applies to all individuals working for or on behalf of our organisation, including:

- 1) Executive Committee members, in matters relevant to their engagement;
- 2) Full-time and part-time employees (both probationary and confirmed);
- 3) Contractual staff and consultants;
- 4) Interns, volunteers, and fellows;
- 5) Partners, when collaborating on our projects, are expected to adhere to the spirit of this policy.

## 1.4. Guiding Principles

This policy is guided by the core values of our organisation and the principles enshrined in:

- 1) The Constitution of Bangladesh, particularly its Preamble, Article 14, Article 19, and Articles 27-29, stipulate that the state is committed to equal rights for all citizens, while also providing additional opportunities for the underprivileged sections of the population.
- 2) The Bangladesh Labour Act 2006 (and subsequent amendments) ensures decent work and benefits for all working people.
- 3) Key Conventions of the International Labour Organisation (ILO), particularly those concerning freedom of association, elimination of forced labour, abolition of child labour, and elimination of discrimination.
- 4) Our Gender Policy and JEDI Policy.



## 1.5. Interpretation

In the event of any ambiguity or dispute regarding the interpretation of any clause in this policy, the matter will be referred to the Senior Management Team (SMT) for resolution. If the matter involves an SMT member, the Chief Executive (CE) will make the final interpretation. If the matter involves the CE, the Executive Committee (EC) will provide the final interpretation. The interpretation shall be consistent with the laws of Bangladesh and the guiding principles of this policy.

## 1.6. Policy Supremacy

This policy shall be the governing document for all human resource matters at the organisation. In the event of a conflict between this policy and a specific project or donor requirement, the matter will be brought to the CE for guidance and resolution.

## 1.7. Policy Acknowledgement

The Finance & Admin Cell will take necessary steps to ensure that all staff members are aware of the Human Resource Policy and formally acknowledge the policy.

## 1) New Employees

Every new employee will be provided with a copy of this HR Policy. They will be required to sign a '**Policy Acknowledgement Form**' stating that they have read, understood, and agreed to abide by its provisions.

## 2) Existing Employees

Following any major revision to this policy, all existing employees will be required to review the updated policy and sign a new acknowledgement form. This form will be kept in each employee's confidential personnel file.

## 1.8. Policy Review

This HR Policy will be reviewed every three (3) years, or earlier if necessitated by significant changes in legislation, organisational structure, or strategic direction. The SMT will lead the review process. It will be participatory, involving feedback from staff and the Ombudsperson. The Executive Committee must approve all revisions.



## 2. Definitions

### 2.1. Anonymous Opinion Box

A secure physical mechanism for staff to submit opinions, suggestions, or complaints anonymously, ensuring protection from reprisal.

### 2.2. Bangladesh Labour Act

The primary national legislation governing labour and employment conditions in Bangladesh.

### 2.3. Chief Executive

The head of the organisation, appointed by the EC, is responsible for the overall management, administration, and implementation of our strategy and policies.

### 2.4. Confirmation Letter

The formal process of confirming an employee in their post after the successful completion of the probation period.

### 2.5. Conflict of Interest

A situation where an individual's personal interests — family, friendships, financial, or social factors — could compromise their judgment, decisions, or actions in the workplace.

### 2.6. Consultant

An external expert or firm engaged for a specific, time-bound task or advisory service under a consultancy agreement.

### 2.7. Decent Work

A concept defined by the ILO as productive work for women and men in conditions of freedom, equity, security, and human dignity. It involves work opportunities that are productive and deliver a fair income, security in the workplace, and social protection for families.

### 2.8. Employee

Any person employed by us on a full-time or part-time basis under a contract of employment, and also referred to as 'staff'.

### 2.9. Executive Committee

The governing body of our organisation, elected by the General Body, is responsible for strategic oversight and approval of key policies, as well as the appointment of the CEO.

### 2.10. Free, Prior, Informed Consent

Free, Prior, and Informed Consent (FPIC) is a fundamental right of Indigenous and local communities to give or withhold consent for any action that affects their lives, lands, or territories. **Free** means no coercion; **Prior** means consent is sought before any activities begin; and **Informed** means all relevant information is provided understandably.

### 2.11. Grievance

A formal complaint or expression of dissatisfaction by an employee concerning their work, working conditions, or relationships with management or colleagues.

### 2.12. Harassment

Any unwelcome conduct, verbal or physical, that is based on race, gender, religion, disability, or any other protected characteristic, which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, or offensive environment.

### 2.13. Intern

An individual, often a student or recent graduate, engaged in a short-term, structured learning experience and is also called a 'Fellow'.



## 2.14. Justice, Equity, Diversity, and Inclusion

JEDI is our organisational commitment to creating a fair and respectful workplace and society. **Justice** means dismantling systemic barriers. **Equity** means providing fair opportunities for all by addressing individual needs and differences. **Diversity** means valuing the presence of different identities and perspectives. **Inclusion** means ensuring every individual feels they belong and their voice is heard.

## 2.15. Misconduct

A willful violation of organisational rules and policies, including but not limited to dishonesty, insubordination, negligence of duty, and harassment.

## 2.16. Monitoring, Evaluation, Accountability, and Learning

Monitoring, Evaluation, Accountability, and Learning (MEAL) is our systematic approach to measuring project performance and impact. **Monitoring** tracks progress against plans, while evaluation assesses effectiveness and outcomes. **Accountability** ensures that we are answerable to communities and stakeholders. **Learning** utilises insights from this process to improve our strategies and future work, ensuring our interventions are relevant, effective, and responsive. MEAL is a responsibility of the Operations section.

## 2.17. Ombudsperson

A neutral and independent individual, appointed by the CE in consultation with the EC, is responsible for investigating complaints submitted through the Anonymous Opinion Box (AOB) and sensitive complaints involving the SMT or the CE.

## 2.18. Participation, Accountability, Non-discrimination, Empowerment, and Linkage

Participation, Accountability, Non-discrimination, Empowerment, and Linkage (PANEL) is the human rights-based framework guiding our work. **Participation** ensures stakeholders have a voice. **Accountability** holds us responsible for our actions. **Non-discrimination** guarantees fair treatment for all. **Empowerment** builds the capacity of communities and staff. **Linkage** connects our work to national and international human rights standards, ensuring our actions are just and principled.

## 2.19. Probation Period

An initial period of employment (three to six months) during which a new employee's suitability for a role is assessed.

## 2.20. Pro-rata

Pro-rata, meaning 'in proportion', is a method used to calculate benefits or entitlements for employees who have not worked for the whole entitlement period (e.g., a full year). For instance, leave or bonus for a staff member joining mid-year will be calculated proportionally to the actual duration of their service within that year.

## 2.21. Senior Management Team

The Senior Management Team (SMT) is a team comprising the CE and all Cell Coordinators and/or Team Leaders of the organisation. The SMT is responsible for operationalising policies, managing day-to-day administrative and HR issues, and making collective decisions on programmatic and operational matters.

## 2.22. Sexual Harassment

As defined by the High Court directives of Bangladesh, this includes any unwelcome sexually-determined behaviour (physical, verbal, or non-verbal), such as physical contact and



advances, a demand or request for sexual favours, sexually coloured remarks, showing pornography, or any other unwelcome conduct of a sexual nature.

### 2.23. Supervisor

The employee's immediate line manager to whom they report directly.

### 2.24. Working Days

For our organisation, this typically refers to Sunday through Thursday, unless otherwise specified. However, as a campaigning

organisation, staff members may also work on weekends.

### 2.25. Working Hours

The standard work week in our organisation is forty (40) hours per week, from 9:00 AM to 5:00 PM, with a one-hour lunch break, unless otherwise specified in the **Appointment Letter**. However, as a campaigning organisation, staff members may also work beyond their regular hours. Flexibility may be granted by supervisors, especially for working mothers, based on operational needs.



### 3. Roles and Responsibilities

The practical implementation of this HR Policy relies on a clear understanding of the roles and responsibilities assigned to various bodies and individuals of our organisation. We need to delineate these responsibilities to ensure accountability, consistency, and the smooth functioning of all HR processes, from strategic oversight to daily administration. Shared responsibility is the cornerstone of our approach to creating a fair and productive workplace.

#### 3.1. Executive Committee

As the highest governing body between the meetings of the General Body, the Executive Committee (EC) holds ultimate responsibility for the strategic direction and legal integrity of our organisation's human resource management. Its key roles include:

- 1) **Policy Approval:** To review and formally approve the HR Policy and any subsequent major revisions, ensuring it aligns with our mission, values, and legal obligations.
- 2) **Appointment of Leadership:** To appoint, appraise the performance of, and determine the compensation for the CE. The EC is also responsible for managing the contract and the separation of the CE.
- 3) **Strategic Oversight:** To approve the overall organisational salary structure, benefits packages, and the annual HR budget as part of the total organisational budget.
- 4) **Appointment of Ombudsperson:** To appoint a neutral and independent Ombudsperson and ensure they have the mandate and resources to function effectively.
- 5) **Final Appellate Authority:** To serve as the final appellate body for grievances filed against the CE, ensuring an impartial and final resolution.
- 6) **Statutory Compliance:** To ensure, through oversight of the CE, that the organisation complies with all relevant provisions of the Bangladesh Labour Act and other pertinent laws.

#### 3.2. Chief Executive

The Chief Executive (CE) is responsible for the overall leadership and management of the organisation and is directly accountable to the EC for the effective implementation of this policy. The CE's responsibilities include:

- 1) **Policy Implementation:** To ensure that all provisions of the HR Policy are understood, implemented, and adhered to across the organisation.
- 2) **Workplace Culture:** To actively champion and model a positive, inclusive, safe, and rights-based workplace culture in line with our **Gender and JEDI policies**.
- 3) **Senior-level HR Decisions:** To make final decisions on the recruitment, promotion, compensation, and separation of all staff, particularly senior staff members.
- 4) **Grievance and Discipline:** To act as the primary authority for handling serious disciplinary issues and grievances that are escalated from the SMT. The CE is responsible for approving the initiation of formal investigations.
- 5) **Strategic HR Planning:** To approve the annual staffing plan, training plan, and HR budget prepared by the SMT, ensuring they align with the organisation's strategic objectives and financial capacity.
- 6) **Representation:** To represent the organisation in any high-level legal or external matters related to human resources.



### 3.3. Ombudsperson

The Ombudsperson is a neutral, independent, and confidential resource for all staff. Their role is crucial for ensuring fairness and trust in the grievance process. Responsibilities include:

- 1) **Investigation:** To serve as the primary investigator for all complaints submitted through the Anonymous Opinion Box (AOB) and to lead investigations into sensitive complaints, particularly those involving allegations of harassment or complaints against members of the SMT or the CE.
- 2) **Confidentiality and Impartiality:** To maintain strict confidentiality throughout the investigation process and to conduct all inquiries impartially, without bias or influence.
- 3) **Reporting and Recommendation:** To report investigation findings and provide clear recommendations directly to the CE or, in cases involving the CE, to the Chairperson of the Executive Committee.
- 4) **Advisory Role:** To provide impartial advice to staff on the grievance process and their rights under respective policies.

### 3.4. Senior Management Team

The SMT, comprising the CE and all Cell Coordinators and/or Team Leaders, including the Operations Coordinator, is the primary body for the operational management of human resources. Its collective responsibilities are:

- 1) **Operational Oversight:** To oversee the day-to-day implementation of HR policies and procedures, ensuring consistent application across all teams and projects.
- 2) **Policy Interpretation:** To provide a consistent interpretation of HR policies to ensure uniform application and address any ambiguities that arise during implementation.

3) **HR Planning:** To review and endorse the annual staffing plan, training needs assessment, and HR budget before submission to the CE.

4) **Decision Support:** To review and provide recommendations to the CE on matters of recruitment, promotions, salary adjustments, and serious disciplinary actions.

5) **Problem-solving:** To serve as the primary forum for resolving complex or cross-cutting HR issues and to review recommendations from the Ombudsperson on systemic issues.

### 3.5. Finance & Admin Cell

The Finance & Admin Cell is responsible for the procedural and administrative aspects of human resource management. Its duties include:

1) **Record-Keeping:** To create, maintain, and secure accurate and confidential personnel files for all employees, consultants, and interns.

2) **HR Processes:** To administer the recruitment process (e.g., posting advertisements, scheduling interviews), manage the onboarding of new staff, and process all exit formalities.

3) **Payroll and Benefits:** To process monthly payroll accurately and on time, manage benefit schemes (e.g., Staff Fund, Insurance), and ensure final settlements are calculated correctly.

4) **Compliance and Reporting:** To ensure all statutory deductions (e.g., income tax) are made and remitted correctly and to maintain all necessary records for audits and legal compliance.

### 3.6. Supervisors

Supervisors are the critical link between management and staff and are responsible for day-to-day people management within their teams. Their key responsibilities include:



- 1) **Performance Management:** To set clear objectives with their team members, provide continuous and constructive feedback, and conduct timely performance appraisals.
  - 2) **Leave and Attendance:** Manage leave requests and daily attendance of team members to ensure work continuity.
  - 3) **Staff Development:** To identify the training and development needs of their team members and support their professional growth.
  - 4) **First Point of Contact:** To act as the first point of contact for employee concerns and grievances, attempting to resolve them informally and fairly at the team level whenever possible.
  - 5) **Policy Communication:** To ensure their team members are aware of, and understand, organisational policies and their practical application.
- 1) **Policy Adherence:** To read, understand, and adhere to all of our policies and procedures, including this **HR Policy** and the **Code of Conduct**.
  - 2) **Professional Conduct:** To perform their duties with integrity and to treat colleagues, partners, and community members with respect and dignity at all times.
  - 3) **Personal Responsibility:** To take responsibility for their performance, actively participate in performance appraisals, and seek professional development opportunities.
  - 4) **Safety and Reporting:** To contribute to a safe workplace by adhering to the **Safety and Security Guide** and promptly reporting any safety hazards, harassment, or policy violations through the appropriate channels.
  - 5) **Confidentiality:** To uphold the confidentiality of organisational information and respect the privacy of their colleagues.

### 3.7. Staff Members

Every employee shares the responsibility for creating a positive and professional workplace. Their responsibilities include:



## 4. Employment Principles

The foundation of our work is a partnership between the organisation and its people. We are committed to fostering and upholding a work environment that not only complies with the laws of Bangladesh but also embodies our core values of justice, equity, and human dignity. We outlined the principles and conditions that govern the employment relationship, ensuring clarity and consistency for all.

### 4.1. Guiding Principles

The following fundamental principles guide all employment practices:

#### 1) Equal Employment Opportunity (EEO)

We are an equal opportunity employer. We are committed to providing a workplace free from discrimination. All employment decisions — including recruitment, hiring, training, promotion, compensation, and separation — will be made based on merit, competence, and organisational need, without regard to an individual's age, race, religion, sex, gender identity, sexual orientation, disability, marital status, ethnic origin, or any other status protected by law.

#### 2) Justice, Equity, Diversity, and Inclusion

Beyond simply avoiding discrimination, we are proactively committed to fostering a just, equitable, diverse, and inclusive workplace. We recognise that systemic inequities exist and will actively work to dismantle them within our organisation. We strive to create a culture where every individual feels valued, heard, and has the opportunity to thrive. This commitment is further detailed in our **JEDI Policy**, which includes making reasonable accommodations for individuals with disabilities to enable them to perform their essential job functions.

#### 3) Decent Work

We subscribe to the International Labour Organisation's (ILO) concept of Decent Work. It means we are committed to providing productive work, delivering a fair income, ensuring workplace security, providing social protection for families, and upholding the dignity and rights of every employee.

#### 4) Safety, Security, and Well-being

The physical, psychological, and emotional well-being of our staff is of paramount importance. We are committed to providing a safe and healthy work environment, as detailed in our **Safety & Security Guide**. We maintain a zero-tolerance policy towards harassment, sexual misconduct, and bullying in any form.

### 4.2. Type of Employment

To ensure clarity on roles, responsibilities, and entitlements, all individuals working with our organisation are classified as follows:

#### 1) Probationary Staff

All new regular employees are appointed on a probationary basis for three (3) to six (6) months. This period is for mutual appraisal, allowing both the employee and our management to determine suitability for the role. During probation, the employee is entitled to their salary and most benefits; however, either party may initiate separation with two weeks' notice.

#### 2) Regular Staff

Upon successful completion of the probation period, an employee will receive a **Confirmation Letter**. Confirmed regular staff are entitled to all benefits and privileges outlined in this policy, and separation is subject to a notice period of one (1) month.



### 3) Contractual/Project Staff

Individuals may be hired for a specific, time-bound project or task. Their terms of employment, including duration and benefits, will be explicitly defined in their contracts. However, all contractual staff are bound by our policies on professional conduct, safety, and harassment.

### 4) Consultants or Advisers

Consultants and Advisers are external experts or firms engaged for specific, short-term assignments. They are not our employees. Their engagement is governed by a formal **Job Offer Letter**, Consultancy Agreement or Terms of Reference (TOR), and they are not entitled to employee benefits. They are, however, expected to adhere to the Code of Conduct in their performance of duties.

### 5) Interns and Fellows

We offer internship and fellowship opportunities for students and recent graduates, providing structured learning experiences that foster growth and development. These Job Titles are for a fixed term (typically three to six months), are not considered employment, and are compensated with a modest stipend. Interns and Fellows must abide by all organisational policies.

### 6) Full-time staff

Unless otherwise specified in the Job Description (JD) or the TOR, all regular and project staff members will be treated as full-time staff.

### 7) Part-time staff

If not mentioned otherwise in the JD or TOR, all contractual staff, consultants, and advisers will be treated as part-time staff.

## 4.3. Attendance

### 1) Working Hours

The standard work week in our organisation is forty (40) hours per week, from 9:00 AM to 5:00 PM, with a one-hour lunch break, unless otherwise specified in the **Appointment Letter**. However, as a campaigning organisation, staff members may also work beyond their regular hours.

### 2) Flexibility

We recognise the need for work-life balance. Supervisors may approve flexible working hours on a case-by-case basis, particularly for working mothers and staff with caregiving responsibilities, provided that work outputs are not compromised.

### 3) Public Holidays

We observe all public holidays as declared by the Government of Bangladesh. A list of official holidays will be circulated at the beginning of each year.

### 4) Attendance

All staff members are required to record their attendance upon arrival at and departure from the office using the designated system. Regular and punctual attendance is expected as a matter of professional discipline.

### 5) Delay in Attendance

To ensure proper cooperation and timely action, attendance will be taken seriously in the organisation. In the event of delay or unauthorised leave, salaries will be calculated based on 24 days per month. The penalties for delays will be maintained as follows:

- a) 15 minutes delay for three days: Half day
- b) 30 minutes delay for three days: One day
- c) 1 hour delay for three days: Two days

## 4.4. Work Arrangements

### 1) Duty Station

An employee's primary duty station will be specified in their **Appointment Letter**. It may be



the Principal Office (Headquarters) in Khulna, or a specific project or liaison office.

## 2) Field Work

Given the nature of our work, staff may be required to travel frequently to field locations. The **Safety & Security Guide** and **Travel Allowance Principles** govern all such travel.

## 3) Hybrid Work

While the primary mode of work is office-based to foster team collaboration, SMT may consider requests for remote or hybrid work arrangements based on the nature of the role, individual circumstances, and organisational needs. Such arrangements require a formal proposal and approval from the SMT.

## 4.5. Data Protection

### 1) Obligation

All employees have a strict obligation to maintain the confidentiality of sensitive information they access during their employment. It includes, but is not limited to, financial data, strategic plans, partner information, and especially personal and sensitive data related to the communities we serve.

### 2) Non-disclosure

This duty of confidentiality extends even after an employee's separation from our organisation. All employees are required to sign a **Non-Disclosure Agreement (NDA)** upon joining.

## 3) Data Security

Staff are responsible for securing all organisational data, whether in physical or digital form, and must adhere to our data protection protocols as outlined in the **Safety & Security Guide**.

## 4.6. Conflict of Interest

### 1) Primary Commitment

Full-time employees are expected to dedicate their professional time and energy to the organisation. Engaging in any other employment, business, or consultancy is not permitted without prior written approval.

### 2) Declaration and Approval

An employee wishing to undertake outside work (e.g., a short-term academic engagement or advisory role) must submit a formal request to the CE. Approval will only be granted if it is determined that the activity:

- Does not conflict with our organisational interests or values.
- Will not interfere with the employee's performance of their duties.
- Does not involve the use of the organisation's time, resources, or confidential information.

### 3) Volunteer Work

Staff are encouraged to participate in volunteer activities (e.g., blood donation, humanitarian response), provided these do not conflict with their work responsibilities.



## 5. Recruitment

Our mission to empower communities can only be achieved by a team that is competent, dedicated, and deeply aligned with our values. We outlined our commitment to a recruitment and selection process that is fair, transparent, merit-based, and free from all forms of discrimination. Our goal is to attract and retain individuals who not only possess the required skills and experience but also share our passion for social and environmental justice. We consider every recruitment an opportunity to enrich our diversity and strengthen our collective capacity.

### 5.1. Guiding Principles

The following core principles guide all recruitment and selection activities:

#### 1) Merit and Competence

All appointments will be made based on merit. The primary criteria for selection will be the applicant's qualifications, skills, experience, and their ability to fulfil the requirements of the role as outlined in the JD.

#### 2) Equal Opportunity

In line with our **JEDI Policy**, we will provide equal opportunity to all applicants. No candidate will be treated less favourably on the grounds of age, gender, religion, disability, ethnicity, sexual orientation, or any other non-merit factor. We will actively encourage applications from women and individuals from marginalised communities.

#### 3) Prioritization

While providing equal opportunities, we will prefer women candidates and candidates from marginalised genders, indigenous communities and socially excluded groups.

#### 4) Transparency

The recruitment process will be structured, transparent, and conducted with the utmost fairness. All candidates will be assessed against the same pre-defined criteria.

#### 5) Internal & External Talent

While we are committed to providing growth opportunities for our existing staff, we also recognise the value of bringing in new perspectives and skills from outside the organisation. Therefore, vacancies will typically be open to both internal and external candidates.

#### 6) Child Protection

We have a zero-tolerance policy for child abuse. All potential employees will be made aware of our **Child Protection Policy**, and background checks will be conducted to ensure the safety and well-being of the children in the communities we serve.

### 5.2. Recruitment Process

Our recruitment process follows a structured sequence to ensure consistency and fairness.

#### 1) Vacancy and Approval (Step 1)

- A vacancy arises either due to a staff member's departure or the creation of a new position under a project or strategic plan.
- The respective Coordinator or Manager must justify the need for the position by submitting a '**Staff Requisition Form**' to the SMT for review.
- The SMT will review the request, considering the programmatic need and budget availability. No recruitment can proceed without formal approval from the SMT and the CE.

#### 2) Job Description Review (Step 2)



- a) The Coordinator or Manager, with support from the Admin & Finance Cell, will review and, if necessary, update the Job Description (JD) for the vacant position.
- b) The JD must clearly outline the position's purpose, key responsibilities, required qualifications and skills, reporting lines, and duty station. The JD forms the basis for the entire selection process.

### 3) Advertisement of Vacancy (Step 3)

- a) Vacancies will be advertised publicly to ensure a broad and diverse pool of applicants. Advertisements will be placed on relevant job portals (e.g., bdjobs), our website, and social media channels.
- b) The advertisement will include a summary of the JD, key qualifications, the application deadline, and a clear statement of our commitment to equal opportunity.
- c) The standard application period will be a minimum of ten (10) calendar days.

### 4) Shortlisting of Candidates (Step 4)

- a) After the application deadline, the Finance & Admin Cell will shortlist the candidates in cooperation with the direct Supervisor for the position.
- b) The Finance & Admin Cell will review all applications against the essential criteria outlined in the JD.
- c) A shortlist of the most suitable candidates (typically five to seven candidates per position) will be prepared for the next stage.
- d) All other applicants will be notified that their applications were unsuccessful.

### 5) Selection and Assessment (Step 5)

- a) Shortlisted candidates will be invited for a formal assessment process, which will typically include:

- **Written Test:** A test designed to assess the candidate's analytical abilities and written communication skills relevant to the role.

- **Technical Test (if required):** For certain positions, a technical test will be conducted to understand the candidate's technical skills.

- **Interview:** A structured interview conducted by an Interview Panel. The panel will be gender-balanced and will include the Supervisor, an SMT member, and potentially an external subject-matter expert for senior roles. The interview will assess the candidate's experience, competencies, and alignment with our values.

- b) Candidates will be notified of the assessment schedule at least five (5) working days in advance.

### 6) Reference Check (Step 6)

- a) Before a final offer is made, the Finance & Admin Cell will conduct professional reference checks for the top-ranked candidate(s).
- b) A minimum of two (2) professional references, preferably from former supervisors, must be contacted.
- c) Reference checks will verify employment history, performance, and professional conduct.

### 7) Job Offer (Step 7)

- a) Based on the combined results of the test, interview, and reference checks, the Interview Panel will recommend the most suitable candidate to the CE for approval.
- b) Once approved, a formal 'Job Offer Letter' will be issued to the selected candidate. The letter will detail the Job Title, salary, benefits, start date, and other key terms of employment.
- c) The selected candidate must formally accept the offer in writing.



- d) The CE will issue the final **Appointment Letter**, which is a formal contract of employment. The Finance & Admin Cell will prepare a Terms of Reference (TOR) to be signed by the employee.

### 5.3. Onboarding

#### 1) Joining Formalities

On their first day, the new employee will complete all necessary joining formalities with the Finance & Admin Cell, including signing the employment contract and the **Policy Acknowledgement Form**.

#### 2) Introduction

All new staff will undergo a structured introductory program within their first month. This program will include orientations on:

- Organisational mission, values, and strategic priorities.
- Key policies include the HR Policy, Gender Policy, JEDI Policy, Environment Policy, and Safety & Security Guide.
- Their specific role and responsibilities.
- Meetings with key team members and an introduction to all staff members.

### 5.4. Conflict of Interest

#### 1) Hiring Relatives

The hiring of immediate relatives (spouse, parent, child, sibling) of existing staff members is strongly discouraged to avoid potential or perceived conflicts of interest, favouritism, or complications in supervision.

#### 2) Declaration and Approval

- An applicant who has a relative working at the organisation must declare this relationship in their application.
- If such a candidate is deemed the most qualified for a role, their appointment requires specific disclosure to and approval from the CE.
- Under no circumstances will a staff member be placed in a direct reporting line (either as a supervisor or subordinate) to a relative.

### 5.5. Record Keeping

- All documents related to the recruitment process, including applications, shortlisting notes, test papers, interview assessments, and reference checks, will be confidentially maintained by the Finance & Admin Cell for a minimum of two (2) years to ensure transparency and accountability.
- A new personnel file will be opened for the successful candidate, containing all relevant employment documents.



## 6. Job Transition

We recognise that an employee's journey within the organisation is dynamic. We devised a transparent and equitable framework for managing key job changes and transitions, including probation, promotions, transfers, and separations. Our goal is to manage these transitions with clarity, fairness, and respect, ensuring that both the employee and the organisation are supported throughout the process. We are committed to fostering an environment where professional growth is encouraged, and separations, when they occur, are handled with dignity and professionalism.

### 6.1. Probation

#### 1) Purpose

The probation period is a critical phase of mutual appraisal, allowing the new employee to understand their role and the organisational culture, while providing us with the opportunity to evaluate the employee's performance, skills, and suitability for the position.

#### 2) Duration

All new regular employees will be on probation for a period of three (3) to six (6) months from their date of joining.

#### 3) Process and Support

During probation, supervisors are responsible for providing clear guidance, regular feedback, and necessary support to help the new employee succeed. A formal check-in meeting will be held at the three-month mark to discuss progress and address any challenges that may have arisen.

#### 4) Performance Appraisal

A formal performance appraisal will be conducted by the supervisor at the end of the probation period. The assessment will assess

the employee's performance against their Job Description and agreed-upon objectives.

#### 5) Outcomes of Probation

- a) **Confirmation:** Upon satisfactory completion of the probation period, the employee will receive a formal '**Confirmation Letter**', and their employment will become regularised.
- b) **Extension of Probation:** If an employee's performance is deemed unsatisfactory but shows potential for improvement, the probation period may be extended for a maximum of three (3) additional months. This decision will be communicated in writing, along with clear and measurable objectives for the extension period.
- c) **Termination:** If the employee's performance is consistently unsatisfactory or if there is a serious breach of conduct, employment may be terminated during the probationary period.

#### 6) Notice Period during Probation

During the probation period, employment may be terminated by either the employee or the organisation with two (2) weeks' written notice or payment of two weeks' basic salary instead of notice.

### 6.2. Promotion

#### 1) Principle

We are committed to providing our staff with opportunities for career growth. Promotions are a means of recognising consistent high performance, leadership potential, and an individual's readiness to take on greater responsibilities.

#### 2) Criteria for Promotion



A promotion will be considered based on the following criteria:

- a) **Performance:** The employee must have a record of consistently high performance, as documented in their Annual Performance Appraisals (APA).
- b) **Vacancy:** A promotion is contingent upon the availability of a vacant, higher-level position within the organisational structure, with an approved budget.
- c) **Competency:** The employee must have demonstrated the necessary skills, competencies, and potential to succeed in the higher-level role.

### 3) Promotion Process

Promotions are not automatic. The process is typically initiated during the APA cycle. The supervisor may recommend an employee for promotion, providing a clear justification to the CE. The SMT will review the recommendation, and the CE will make the final decision. A formal 'Promotion Letter' will be issued, outlining the new role, responsibilities, and revised compensation.

## 6.3. Staff Transfer

### 1) Purpose

An employee may be transferred from one cell, team, or duty station to another based on organisational needs, project cycles, or for the employee's professional development.

### 2) Consultation

Transfers will be made transparently, with full consultation of the employee. We will make every effort to consider the employee's circumstances. A transfer will not be used as a punitive measure.

### 3) Process

The need for a transfer will be discussed between SMT and the concerned supervisors.

The decision will be communicated to the employee, followed by a formal 'Transfer Letter' detailing the new assignment, reporting lines, and effective date.

### 4) Relocation Support

For transfers requiring a change in duty station, we will provide modest, pre-approved relocation support to ease the transition, in line with the organisation's financial policies.

## 6.4. Staff Separation

### 1) Resignation

- a) An employee who wishes to resign must submit a formal Resignation Letter to their immediate supervisor, with a copy to the Finance & Admin Cell.
- b) Notice Period: Regular Staff members are required to provide one (1) month's written notice, while Probationary Staff members are required to provide two (2) weeks' written notice. Contractual, Consultants, Advisers, interns and fellows may resign at the time mentioned in their TOR or Agreement.
- c) We reserve the right to waive the notice period, in whole or in part, at our discretion. Suppose an employee fails to serve the required notice period without such a waiver. In that case, the organisation may deduct an amount equivalent to the salary for the shortfall period from their final settlement.

### 2) Termination

- a) The organisation may initiate separation on the grounds of documented poor performance, misconduct, or redundancy, in accordance with the procedures outlined in the relevant chapters of this policy.
- b) In all such cases, the organisation will provide the required notice period (one month for regular staff) or payment of basic



salary instead of notice, as stipulated by the Bangladesh Labour Act.

## 6.5. Staff Clearance

### 1) Clearance Process

Before the last working day, a separating employee must complete a formal clearance process. It involves:

- a) A proper handover of all duties, documents, and ongoing tasks to their supervisor or a designated colleague.
- b) The return of all organisational assets, including laptops, mobile phones, ID Cards, keys, and any other equipment.
- c) A 'Clearance Form' must be signed by the relevant departments (e.g., Supervisor, Finance & Admin Cell, Resource Centre) to confirm that all obligations have been met.

### 2) Financial Settlement

- a) The final financial settlement will be processed only after the successful completion of the clearance process. The settlement will include:
  - Salary for the final working period.
  - Encashment of any accrued annual leave (as per the leave policy).
  - Staff Fund, Gratuity and other applicable benefits as per policy documents.

- b) The final payment will be made within thirty (30) days of the employee's last working day, following the Bangladesh Labour Act.

## 6.6. Exit Interview

### 1) Purpose

The exit interview is a valuable opportunity for us to receive constructive feedback and improve our policies, work environment, and management practices.

### 2) Process

All separating employees will be invited to a confidential exit interview. This interview is voluntary but strongly encouraged. To ensure candour, it will be conducted by a member of the SMT who is not the employee's direct supervisor, or by the Ombudsperson in sensitive cases.

### 3) Confidentiality

The feedback provided during the exit interview will be treated with strict confidentiality. Any information shared with management will be consolidated and anonymised to protect the identity of the departing employee.



## 7. Salary & Benefits

We are committed to a compensation philosophy that is fair, transparent, and sustainable. We believe in providing remuneration that justly rewards our staff members for their skills, dedication, and contribution to our mission. While our financial capacity as a grant-reliant, non-profit organisation is limited, we strive to establish an internally equitable compensation structure and, to the extent possible, an externally competitive one within the non-profit sector. We outlined the principles and components of our salary and benefits package to ensure clarity and consistency for all employees.

### 7.1. Salary Structure

#### 1) Grading System

We maintain a formal salary structure comprising various grades. Each position is assigned a grade based on an evaluation of its responsibilities, required skills, complexity, and level of accountability. Each grade has multiple steps to allow for progression based on experience and performance. The Grading System is given in the Annexure. The CE may temporarily add positions in any grade between EC meetings.

#### 2) Salary Components

The monthly gross salary is comprised of the following components:

- a) **Basic Salary:** This is the core component of the wage and forms the basis for calculating other benefits, such as house rent, gratuity, and festival bonuses.
- b) **House Rent Allowance:** A percentage of the basic salary (e.g., 60%) is provided to assist with accommodation costs.

- c) **Medical Allowance:** A fixed percentage of the basic salary (e.g., 10%) is provided to support general health and medical needs.
- d) **Tiffin Allowance:** A percentage of the basic salary (e.g., 15%) is provided to assist with the lunch and other food costs during working hours.
- e) **Shuttle Allowance:** A fixed percentage of the basic salary (e.g., 15%) is provided to support daily commuting costs.

#### 3) Salary Payment

Salaries are paid monthly in Bangladeshi Taka (BDT). The Finance & Admin Cell will strive to make the payments within the last three working days of each month via direct Bank transfer to the employee's designated Bank account. A formal payslip detailing all earnings and deductions will be provided to each employee.

#### 4) Salary Review

- a) **Annual Increment:** Subject to satisfactory performance in APA and the availability of funds, employees are eligible for a step-based increment within their grade, effective July 1st each year. This increment is not automatic and is dependent on performance.
- b) **Salary Structure Review:** The SMT will review the overall salary structure every three (3) years. This review will consider factors such as inflation, cost of living, and salary benchmarks within the regional non-profit sector. Any revisions to the structure require the approval of the Executive Committee.



## 7.2. Employee Benefits

In addition to the monthly salary, we will provide the following benefits to our regular staff members:

### 1) Festival Bonus

- To enable staff to celebrate major festivals, all regular employees are entitled to receive three (3) festival bonuses per year, if they have worked for at least six (6) months in the organisation.
- Two bonuses will be equivalent to 40% of the gross salary, while one will be 20%.
- The timing of the two bonus payments will be aligned with major festivals (e.g., Buddha Purnima, Christmas, Durga Puja, Easter, Eid-ul-Fitr, Eid-ul-Azha, Kathin Chibar Dan, Krishna Janmashtami) as per the employee's preference, declared at the beginning of the year.
- The third festival bonus (20%) will be aligned with the Bengali New Year in April.

### 2) Staff Fund

- Following our 'Staff Fund Rules', all regular employees, interns and fellows are members of this contributory savings scheme.
- A mandatory contribution of 10% of the employee's basic salary is deducted from their monthly salary and deposited into a Savings Account.
- The organisation will strive to contribute additional funds to the employee's fund account, based on the availability of resources in the organisation's General fund.
- This fund is managed separately and is payable to the employee, with accumulated interest, upon their final separation from the organisation.
- The regular staff members, who have completed two (2) years of service, are

eligible to receive the Staff Fund with interest and other benefits. Interns and Fellows will be eligible to withdraw from the Staff Fund after completion of at least six (6) months of service.

### 3) Gratuity

- As a long-term service benefit, regular employees who have completed at least one (1) year of continuous service may be entitled to gratuity upon separation (resignation, retirement or termination without disciplinary actions).
- The gratuity is calculated at the rate of one month's last drawn basic salary for each completed year of service, in line with the provisions of the Bangladesh Labour Act.
- The Executive Committee will initiate the Gratuity Fund based on the availability of financial resources in the organisation's General Fund.

### 4) Group Insurance

Subject to the availability of funds and suitable schemes, we will strive to provide all confirmed staff with:

- Group Life Insurance:** To provide financial support to the nominee in the unfortunate event of an employee's death.
- Group Medical Insurance:** To provide partial coverage for medical expenses incurred due to hospitalisation.
- The terms and coverage of the insurance policy will be communicated to all staff members.

## 7.3. Salary Advances

- Principle:** Salary advances are strictly discouraged to promote financial discipline. We do not provide loans to our employees.
- Emergency Advance:** In cases of extreme and unforeseen personal emergencies, such



as a life-threatening medical situation for the employee or an immediate family member (spouse, child, parent), a regular employee may apply for an interest-free advance.

### 3) Conditions of the Emergency Advance:

- a) The maximum amount of the advance shall not exceed one (1) month's gross salary.
- b) The request must be submitted in writing, accompanied by supporting documents, and approved by the CE.
- c) The advance must be repaid through equal monthly deductions from the salary, over a period not exceeding six (6) months.
- d) An employee can have only one advance outstanding at any given time.

## 7.4. Salary Deductions

We will only make the following deductions from an employee's monthly salary:

### 1) Statutory Deductions

**Income Tax:** Income tax will be deducted at source (TDS) from the monthly salary, in accordance with the prevailing income tax laws of Bangladesh. A tax certificate will be provided to the employee at the end of the fiscal year.

### 2) Organisational Deductions

- a) **Staff Fund:** The employee's 10% contribution (of the Basic Salary) to the Staff Fund.
- b) **Advance Repayment:** The monthly instalment for the repayment of an approved emergency advance.

### 3) Authorised Deductions

Any other deduction will only be made with the prior written authorisation of the employee. No unauthorised deductions will be made.



## 8. Leave Management

We firmly believe that the health, well-being, and work-life balance of its employees are essential for organisational success and a thriving workplace culture. Our Leave Management System is designed to provide staff with adequate opportunities for rest, recuperation from illness, and time to attend to personal and family responsibilities. While availing leave is a right, this policy establishes a structured and transparent framework for its administration to ensure fairness, consistency, and minimal disruption to our programmatic commitments.

### 8.1. Guiding Principles

#### 1) Right to Rest

Every employee has the right to periodic rest and leisure to maintain their physical and mental health.

#### 2) Advance Planning

Employees are encouraged to plan their annual leave, in consultation with their supervisors, to ensure a fair distribution of leave throughout the year and maintain operational continuity.

#### 3) Leave Cancellation

Any leave, except medical, educational, and maternal leave, could be cancelled due to any emergency, humanitarian, or campaign-related reasons. The immediate supervisor has the right to extend or reduce the period of leave.

#### 4) Transparency and Equity

Leave entitlements and application procedures will be applied consistently and equitably to all staff, without any form of discrimination.

#### 5) Half-day leave

No half-day leave is allowed in our organisation. If any staff member attends the office after half a day, it will be treated as a full day's leave.

#### 6) Rationale of Leave

Any leave should be appropriately justified with authentic causes. Leaves without justification will not be considered for approval.

#### 7) Authority

All leaves will be approved by the CE, as recommended by the immediate supervisor. The Finance & Admin Cell will recommend the leave applications of SMT members.

#### 8) Compliance

This policy is designed to be fully compliant with the provisions of the Bangladesh Labour Act regarding leave entitlements.

#### 9) Supremacy of this Policy

All earlier rules and orders related to Leave and Leave management become obsolete with the approval of this policy.

### 8.2. Provisions of Leave

#### 1) Leave Year

The leave year for all staff members is the calendar year, from January 1st to December 31st.

#### 2) Pro-rata Entitlement

New employees will be entitled to leave on a pro-rata basis for the portion of the year they are employed.

#### 3) Leave Application

All leave, except in cases of sudden illness or emergency, must be applied for in advance using the designated **Leave Application Form**.



The immediate supervisor must approve the application.

#### 4) Leave with Holidays

Public holidays falling within a period of approved annual or sick leave will not be counted as leave days. However, for maternity and paternity leave, public holidays will be included as part of the leave period.

#### 5) Leave Records

The Finance & Admin Cell is responsible for maintaining an accurate and up-to-date record of each employee's leave balance.

### 8.3. Types of Leave

All regular employees are entitled to the following types of leave:

#### 1) Annual Leave

- a) **Entitlement:** Twelve (12) working days per calendar year.
- b) **Purpose:** To provide employees with a period of extended rest and recreation.
- c) **Carry-Forward:** An employee may carry forward a maximum of four (4) unused annual leave days to the following calendar year. Any balance exceeding four (4) days will lapse at the end of the year.
- d) **Conditions:** Annual Leave will be allowed for a consecutive three (3) days only.

#### 2) Sick Leave

- a) **Entitlement:** Twelve (12) working days per calendar year.
- b) **Purpose:** For absence from work due to the employee's illness, injury, or medical appointment.
- c) **Conditions:** Sick leave is given only when a staff member is unable to attend the office. For sick leave exceeding two (2)

consecutive days, the employee must submit a medical certificate from a registered medical practitioner. Sick leave cannot be carried forward. If an employee exhausts their sick leave balance, they may apply for Annual Leave or, in exceptional cases, Leave Without Pay (LWP).

- d) **Special Provision:** In critical cases, the Chief Executive may permit a month-long leave on the basic salary only.
- e) **Retirement for Sickness:** When staff members are deemed completely unable to work, as per a physician's report, the Chief Executive may allow their retirement with all due benefits.

#### 3) Wedding Leave

- a) **Entitlement:** For seven (7) days once in the job period in the organisation.
- b) **Purpose:** For the preparation of the wedding. Staff members of any gender will get the same leave period.
- c) **Conditions:** Wedding Leave is not allowed for polygamy, which means wedding leave cannot be given during an active married status. Weekends and public holidays will also be counted as the Wedding Leave.

#### 4) Maternity Leave

- a) **Entitlement:** A regular woman or a marginalised gender staff member may be eligible for maternity leave for four (4) months, with full payment, for a maximum of two children.
- b) **Eligibility:** This leave is applicable for the first two live births after completing at least two (2) years of job period. If maternity leave is availed of before completing two (2) years of service, only basic salary will be paid during the leave. If maternity leave is availed of before completing at least one (1) year of service, the leave will be without pay.



- c) **Timing:** The leave can be taken as a combination of prenatal and postnatal periods.
- d) **Application:** Along with the physician's certificate, the staff member will apply for maternity leave three months before the Expected Delivery Date (EDD). Based on the supervisor's recommendations, Finance & Admin Cell will approve the leave.
- e) **Conditions:** In the event of unpaid leave, if a female staff member wishes to return to the office, a fitness certificate from a registered physician must be submitted.

## 5) Paternity Leave

- a) **Entitlement:** A regular male employee is entitled to 7 days of fully paid leave, for a maximum of two children, provided their job duration exceeds at least one (1) year.
- b) **Purpose:** To enable the employee to care for their newborn child and support the spouse.
- c) **Eligibility:** This leave is applicable for the first two live births and must be taken within one month of the child's birth. If paternity leave is availed of before completing at least one (1) year of service, only basic salary will be paid during the leave.
- d) **Timing:** The leave can be taken as a combination of pre-natal and post-natal periods, with a maximum of 8 weeks taken before the expected date of delivery.
- e) **Application:** Along with the physician's certificate, the male staff member will apply for paternity leave fifteen (15) days before the EDD. Following the Supervisor's recommendations, Finance & Admin Cell will approve the leave.

## 6) Reproductive Health

The supervisor will assign light work to women staff who suffer from a reproductive health issue

or a women-related illness. If necessary, the supervisor will arrange public transport based on availability, rather than a bicycle or a motorbike.

## 7) Study Leave

- a) **Entitlement:** Any staff member of our organisation may take a maximum of six (6) days of study leave annually. Women and marginalised gender staff members will receive eight (8) days of paid leave.
- b) **Purpose:** To enable the staff members to enhance their skills, knowledge and capabilities as required for their career.
- c) **Eligibility:** Staff members who have applied personally and been selected to participate in workshops, trainings, orientations, or other capacity-building programs organised by any other institution are eligible for this leave.
- d) **Internship:** If a staff member is selected for an Internship, Fellowship, or Learning visit lasting more than one month, the Chief Executive may approve up to one month's leave with basic salary.

## 8) Examination Leave

- a) **Purpose:** To support staff members in higher education, thereby serving the organisation and society.
- b) **Entitlement:** Any staff member who is enrolled in any regular academic program is eligible for a half-day leave for a maximum of six (6) days annually.
- c) **Eligibility:** The staff member must inform the Finance & Admin Cell about their educational involvement on the day of joining or immediately after enrollment in any academic program, whichever comes first.

## 9) Time In Lieu (TIL)



- a) **Purpose:** To encourage the staff members to contribute to society and humanitarian response.
- b) **Humanitarian Response:** A half-day leave is allowed for any staff member who has voluntarily donated blood to save a patient's life or participated in relief and rehabilitation work during a weekend or holiday.
- c) **Travel:** If any staff member travels for more than eight (8) hours continuously, they may take a half-day leave with full pay.
- d) **Work on a day off:** If any staff member works on a holiday or weekend at the request of the Chief Executive, they may be allowed to take leave for the same period.
- b) **Study:** For pursuing a course of study that is beneficial to the organisation, but does not qualify for Study Leave.
- c) **Personal Reason:** Any other compelling personal reason deemed acceptable by management.
- 2) **Approval:** LWP requires a formal application with clear justification and is subject to the approval of the CE.
- 3) **Impact:** During a period of LWP, the employee will not receive any salary or benefits, and this period will not be counted as service for the calculation of gratuity or other long-term benefits.

#### 10) Special Leave

- a) **Purpose:** Celebration of extraordinary achievements or responding to force majeure events.
- b) **Entitlement:** Special leaves will be granted to the selected staff members who are related to the purpose.
- c) **Process:** The Chief Executive will declare a maximum of six (6) days' special leave annually, in consultation with the SMT.
- d) **Conditions:** If a long-term leave is required due to a pandemic, epidemic, long-term disaster, or war, the Chief Executive will obtain approval from the Executive Committee to declare special leave for all staff members.

#### 8.4. Leave Without Pay

- 1) **Conditions:** LWP is not an entitlement and may be granted only under exceptional circumstances, such as:
  - a) **Illness:** Prolonged personal or family illness after all other leave balances have been exhausted.

#### 8.5. Unauthorised Absence

Any unauthorised absence from work for one (1) day will result in a deduction of two (2) days' salary. Unauthorised absence of more than ten (10) consecutive days, without information or approval, may be treated as job abandonment and could lead to termination of employment, as per the disciplinary procedures.

#### 8.6. Leave Administration

##### 1) Responsibility of the Supervisor

The supervisor is responsible for planning the leave of their team members to ensure that work is not disrupted. They must approve or reject leave requests on time.

##### 2) Handover of Duties

Before proceeding on any leave longer than two days, an employee must ensure a proper handover of their responsibilities to a designated colleague, in consultation with their supervisor.

##### 3) Contact During Leave

Employees on leave are not expected to work. However, they should provide an emergency contact number and may be contacted by the organisation only in case of a genuine emergency.



## 9. Performance Management

As mentioned earlier, our greatest asset is our people. Our approach to performance management is founded on the principle of mutual growth and constructive partnership between employees and the organisation. It is not a system of judgment, but a structured framework for supportive dialogue, continuous learning, and professional development. Its purpose is to align individual aspirations and contributions with our strategic goals, to recognise and appreciate good work, and to provide supportive pathways for improvement. We are committed to a process that is fair, transparent, participatory, and forward-looking, ensuring every staff member has the clarity and support needed to thrive in their role.

### 9.1. Guiding Principles

#### 1) Developmental Focus

The primary objective of performance management is to develop the skills, competencies, and confidence of our staff. The focus is on learning and growth, not on criticism or fault-finding.

#### 2) Participatory and Collaborative

Performance management is a two-way process, with a shared responsibility between the employee and their supervisor. It is built on open communication, mutual trust, and a shared understanding of goals and expectations.

#### 3) Fairness and Transparency

The criteria for performance appraisal are based on the employee's Job Description and pre-agreed objectives. The process will be conducted transparently and applied equitably to all staff.

#### 4) Evidence-based and Objective

Appraisals will be based on observable performance and concrete achievements throughout the year, rather than on isolated incidents or subjective impressions.

#### 5) Forward-looking

While the process involves a review of past performance, its main emphasis is on future planning, setting new goals, and identifying development opportunities for the year ahead.

### 9.2. Performance Management Cycle

The performance management cycle is a continuous process with key formal touchpoints throughout the year:

#### 1) Annual Goal Setting (January)

At the beginning of each calendar year, the employee and their supervisor jointly develop and agree upon performance objectives for the year, documented in the Annual Performance Appraisal (APA) form.

#### 2) Half-yearly Review (July)

An informal review is held to discuss progress against objectives, celebrate achievements, identify any challenges or roadblocks, and make any necessary adjustments to the plan.

#### 3) APA (December)

A formal Annual Performance Appraisal (APA) will be conducted to review the employee's performance over the entire year.

#### 4) Probationary Appraisal

For new employees, a formal appraisal is conducted in the final month of their six-month



probation period to inform the decision on confirmation.

### 9.3. APA Process

#### 1) Goal Setting (Step 1)

- a) At the start of the performance cycle, the supervisor and employee meet to discuss and agree upon 5-7 key performance objectives for the year.
- b) These objectives must be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) and directly linked to the employee's job description and our annual work plan.

#### 2) Half-yearly Review (Step 2)

- a) The Half-yearly Review is an informal, developmental conversation. It does not involve a performance rating.
- b) The purpose is to provide a dedicated space to discuss what is going well, what support is needed, and whether the annual objectives are still relevant or need to be revised.

#### 3) Appraisal (Step 3)

- a) **Self Appraisal:** The employee first completes their APA form, reflecting on their achievements, challenges, and overall performance against their objectives.
- b) **Peer Appraisal:** A staff member at the same grade from any cell/project will provide scores on the Assessee-completed APA, whom the Assessee has selected earlier in a written form. The APA cannot be completed by two peers working together.
- c) **Supervisor's Appraisal:** After finishing the Peer Appraisal process, the supervisor will provide scores and complete their section of the form, providing their Appraisal with specific examples.
- d) **Appraisal Meeting:** The supervisor and employee will hold a one-on-one meeting to

discuss the appraisal in detail. This meeting will provide a safe space for open dialogue focusing on both strengths and areas for development. After the meeting, the supervisor will recommend options such as demotion, training, promotions, increments and other benefits.

- e) **Compilation:** The supervisor will submit the completed APA to the Finance & Admin Cell which will compile the scores and calculate the total within 100 marks. The Finance & Admin Cell will submit the final APA to the CE.
- f) **Documentation:** After getting approval of the recommendations from the CE, the Finance & Admin Cell will place the APA in the employee's confidential personnel file.

### 9.4. Performance & Outcomes

The APA is a critical tool that informs several key organisational decisions:

#### 1) Promotion and Career Growth

Consistent high performance and demonstrated potential are key criteria for considering an employee for promotion to a higher-level role.

#### 2) Annual Salary Increment

Satisfactory performance is a prerequisite for receiving the annual salary increment.

#### 3) Training and Development

The APA helps to identify individual and team-based training needs, which informs our annual capacity-building plan.

#### 4) Managing Underperformance

The process provides a formal, supportive mechanism for addressing areas where performance does not meet expectations.



## 9.5. Underperformance

When an employee's performance falls below the expected standard, we will adopt a supportive and corrective approach.

### 1) Informal Feedback

The supervisor will first provide precise, constructive, and timely informal feedback, seeking to understand the reasons for the underperformance and agree on corrective actions.

### 2) Performance Improvement Plan

If performance does not improve after informal feedback, the supervisor, in consultation with the SMT, will initiate a formal Performance Improvement Plan (PIP). A PIP is a structured, time-bound (typically 3 months), and supportive plan that includes:

- Specific areas of underperformance with concrete examples.
- Clear, measurable objectives for improvement.
- The support, training, or resources we will provide.
- A schedule for regular check-in meetings.

### 3) PIP Outcomes

If the employee successfully meets the PIP objectives, the matter is formally closed. If, despite the support provided, performance remains unsatisfactory at the end of the PIP period, the organisation may consider further action, which could include redeployment to a more suitable role (if available) or initiation of the separation process.

## 9.6. Capacity Building

We view staff development as a vital investment in our people and their future. Given our limited

resources, we will employ a mix of cost-effective and strategic development methods:

### 1) On-the-Job Learning

On-the-Job Learning is our primary mode of development and includes:

- Mentoring and Coaching:** Pairing junior staff with experienced colleagues.
- Stretch Assignments:** Providing opportunities to take on new and challenging tasks with guidance.

### 2) Internal Capacity Building

- Peer Learning Sessions:** Regular sessions where staff share skills and knowledge from their work.
- Internal Workshops:** Training on core topics (e.g., project management, gender mainstreaming, safety) facilitated by senior staff or local experts.

### 3) External Training

Participation in external training, workshops, and conferences will be based on identified needs from the performance appraisal process, programmatic relevance, and strict budget availability.

### 4) High-Cost Training

- For any significant, high-cost external training funded by the organisation, the employee will be required to sign a Service Bond Agreement (SBA).
- The SBA will obligate the employee to continue their service with us for a pre-agreed period (e.g., 1-2 years) after completing the training.
- Should the employee leave before the end of this period, they will be required to repay the training cost on a pro-rata basis.



## 10. Safety & Security

We are unequivocally committed to providing a safe, secure, and respectful working environment for all staff, partners, and community members. A safe workplace is a fundamental right and an absolute prerequisite for achieving our mission effectively and ethically. We outlined the principles and standards of conduct and safety that govern all our activities, from office interactions to fieldwork and online communications. It formalises our duty of care and establishes that safety and security are a shared responsibility, requiring proactive commitment from every staff member of our organisation.

### 10.1. Guiding Principles

#### 1) Duty of Care

As an employer, we have a primary duty of care to take all reasonable steps to protect the health, safety, and well-being of our employees.

#### 2) Shared Responsibility

While the organisation provides the framework and resources, every employee is responsible for their safety and the safety of their colleagues by adhering to policies, exercising caution, and reporting any concerns.

#### 3) Proactive Risk Management

We adopt a proactive approach to safety and security, focusing on identifying, assessing, and mitigating risks before they result in harm.

#### 4) Do No Harm

This principle extends to our programmatic work. We are committed to ensuring that our actions do not endanger the communities and partners we work with, either physically, socially, or politically.

### 5) Confidentiality and Integrity

The security of our information is integral to the safety of our staff and the communities we serve. All staff must uphold the highest standards of integrity and confidentiality.

### 10.2. Code of Conduct

All employees are expected to maintain the highest standards of professional conduct. It includes:

- 1) Treating all colleagues, partners, and community members with respect, courtesy, and dignity.
- 2) Acting with honesty and integrity in all professional matters.
- 3) Upholding the values and reputation of our organisation in all interactions.
- 4) Adhering to all organisational policies and procedures.
- 5) A breach of this **Code of Conduct** will be addressed through the disciplinary procedures.

### 10.3. Physical Safety and Security

All staff must familiarise themselves with and strictly adhere to the detailed protocols in our **Safety & Security Guide**. Key policy-level commitments include:

#### 1) Safety in the Office

The workplace will be maintained as a safe environment, equipped with first-aid kits, fire extinguishers, and clear emergency evacuation procedures in place.

#### 2) Field Travel

- a) All field travel must be pre-approved and recorded in the Movement Register.



- b) Staff must avoid travel in high-risk situations (e.g., during strikes, political unrest, or extreme weather) unless essential and approved by the CE.
- c) To mitigate risks, night travel, especially for female staff members travelling alone, is strongly discouraged.

### 3) Emergency Response

In the event of a security incident affecting a staff member in the field, the Finance & Admin Cell will take all necessary steps to ensure the staff member's immediate safety and extraction, as detailed in the **Safety & Security Guide**.

## 10.4. Digital Security

In an era of increasing digital risks, protecting our data and communications is paramount. All staff must adhere to the following:

### 1) Password Security

Use strong, unique passwords for all official accounts (email, online storage) and enable two-factor authentication (2FA) wherever possible. Passwords must not be shared.

### 2) Data Protection

- a) Sensitive organisational and community data must be stored on our approved, secure cloud storage (e.g., Google Drive) and not on personal devices or insecure local hard drives.
- b) Using a Virtual Private Network (VPN) is mandatory when accessing sensitive information on public networks.

### 3) Email Communications

- a) Be vigilant against phishing emails and suspicious links.
- b) Do not share sensitive personal or organisational information via unencrypted channels.

### 4) Social Media

- a) Employees must maintain professional boundaries in all online interactions.
- b) Do not engage in online arguments or post derogatory comments about any individual or organisation from official or personal accounts that could be linked to the organisation.
- c) When posting from the field, be mindful of revealing sensitive locations or information that could put staff or community members at risk.

### 5) Safeguarding Community

Our commitment to 'Do No Harm' requires a specific duty of care towards our partners and the communities we serve:

- a) **Informed Consent:** Staff members must obtain Free, Prior, and Informed Consent (FPIC) from community members before collecting data, taking photographs, or recording videos.
- b) **Anonymity and Representation:** In all reports and communications, use pseudonyms and blur images of vulnerable individuals to protect their identity, unless they have given explicit, written consent to be identified.
- c) Do not publish any image or story that could expose an individual or group to risk or harm.

### 6) Non-Incitement:

Staff are strictly prohibited from encouraging or inciting any form of violence or political conflict among community groups or partners.

## 10.5. Zero-Tolerance for Harassment

- 1) A safe workplace is one free from fear and intimidation. As explicitly stated in our JEDI and Gender Policies, we have a



zero-tolerance stance on all forms of harassment.

- 2) It includes, but is not limited to, sexual harassment, bullying, discrimination, gaslighting, and any verbal or physical conduct that creates a hostile, intimidating, or offensive environment.
- 3) Such behaviour is considered Gross Misconduct and will be addressed with the utmost seriousness through the independent channels outlined in Chapter 10, led by the Ombudsperson.

### 10.6. Conflict of Interest

To maintain professional integrity and organisational safety, employees must avoid situations where personal interests could conflict with their professional duties.

- 1) **Declaration:** All employees must proactively declare any potential or perceived conflict of interest to their supervisor and the SMT. It

includes personal or family relationships with vendors, partners, or grant applicants.

- 2) **Recusal:** An employee must recuse themselves from any decision-making process where a conflict of interest exists.

### 10.7. Reporting

Every employee is required to report any safety or security concerns they may have. The following channels are available:

- 1) **For Immediate Physical Danger: Report** immediately to your supervisor and/or any SMT member.
- 2) **For general safety concerns, please report** them to your supervisor or the Admin & Finance Team.
- 3) **For Sensitive Concerns (e.g., Harassment, Unsafe Conduct by a Senior): Report** confidentially through the Anonymous Opinion Box (AOB) or directly to the Ombudsperson.



# 11. Grievance Management

We are fundamentally committed to creating a workplace where every individual is treated with dignity, respect, and fairness. We outlined the formal procedures for addressing employee misconduct (disciplinary Procedure) and for resolving workplace concerns (grievance procedure). Our approach is rooted in the principles of natural justice and is designed to be corrective rather than punitive. We strive to resolve issues at the earliest and most informal stage possible, but provide a transparent, safe, and impartial process for when formal action is necessary. This framework ensures that all actions are handled transparently, consistently, and without fear of retaliation, upholding the integrity of our organisation and the rights of our staff.

## 11.1. Guiding Principles

These non-negotiable principles govern all procedures outlined in this chapter:

### 1) Natural Justice

Every employee has the right to a fair process. It includes the right to be informed of any allegation against them, the right to a fair and impartial hearing, and the right to present their case and be heard before any decision is made.

### 2) Non-retaliation

We have a zero-tolerance policy against retaliation. No employee will face adverse action for raising a grievance in good faith or for participating as a witness in any investigation. Any act of retaliation is considered a serious offence of gross misconduct.

### 3) Confidentiality

All disciplinary and grievance matters will be handled with the utmost confidentiality. Information will be shared only on a strict

need-to-know basis to protect the privacy and dignity of all individuals involved.

### 4) Timeliness

All matters will be addressed as promptly as possible to ensure swift and fair resolution and to prevent the escalation of issues.

### 5) Equity and Intersectionality

We recognise that power dynamics related to gender, seniority, and other identity markers can influence workplace conflicts. All procedures will be conducted with a sensitivity to these dynamics, ensuring an equitable process for all, as guided by our JEDI and Gender Policies.

## 11.2. Disciplinary Procedure

### 1) Definition of Misconduct

Misconduct is any behaviour that violates our policies, **Code of Conduct**, or established professional standards. It is categorised to ensure a proportionate response.

- a) **Minor Misconduct:** It includes, but is not limited to, occasional unapproved absence, repeated tardiness, or minor negligence in performing duties.
- b) **Major Misconduct:** It includes, but is not limited to, willful insubordination, habitual negligence, unauthorised disclosure of non-sensitive confidential information, or repeated instances of minor misconduct after a formal warning.
- c) **Gross Misconduct:** These are acts of such a serious nature that they fundamentally violate the employment relationship and may justify termination without notice. In line with our core values as expressed in our JEDI and Gender Policies, this category explicitly includes:



- Any form of Sexual Harassment, including unwelcome physical contact, demands for sexual favours, or creating a hostile environment.
- Any form of Discrimination or Harassment based on gender, religion, ethnicity, disability, sexual orientation, or other identity markers.
- Bullying, Gaslighting, or Abuse of Power that creates an intimidating or humiliating environment for another person.
- Theft, fraud, bribery, or deliberate falsification of organisational records or data.
- Physical violence or threats of violence.
- Serious breaches of our **Child Protection Policy** or **Safety & Security Guide**.

## 2) Disciplinary Process

### a) Step 1: Informal Correction for Minor Misconducts

For minor issues or first-time concerns, the supervisor should attempt to resolve the matter through a private, informal conversation. The objective is to provide feedback and clarify expectations. This conversation should be documented for the supervisor's reference.

### b) Step 2: Initiation of Formal Procedures

If informal correction is unsuccessful or in the event of major or gross misconduct, the formal process is initiated.

- **Show Cause Notice:** The employee will be issued a formal 'Show Cause Notice', approved by the CE. This notice will clearly state the specific allegation(s) and request a written explanation from the employee within three (3) to five (5) working days.

### c) Step 3: Investigation

If the explanation is not satisfactory or if the allegation is serious, a formal investigation will commence.

### • Investigation Committee

- For Major Misconduct, an Investigation Committee will be formed by the CE. It will be gender-balanced and comprise members who are impartial to the case. The supervisor of the accused staff member is ineligible to serve as a member of the Investigation Committee.
- For all cases of Gross Misconduct (especially those involving harassment, discrimination, or complaints against the SMT members or the CE), the investigation will be led by the Ombudsperson to ensure maximum neutrality, expertise, and safety for all parties.

### d) Step 4: Hearing and Decision

- The employee will be invited to a formal hearing, where they have the right to be accompanied by a fellow employee for support and guidance. They will be given a full opportunity to respond to the investigation's findings.
- The Investigation Committee or Ombudsperson will submit a confidential report and recommendation to the CE or the Chairperson, as appropriate.
- Based on the evidence and report, the CE will make a final decision on the appropriate disciplinary action.

### e) Step 5: Sanctions

The sanctions will be progressive and proportionate to the severity of the offence:

- **Written Warning:** A formal letter for major misconduct or repeated minor offences.
- **Suspension:** Temporary removal from work with or without pay, for a defined period.
- **Termination:** For proven gross misconduct or failure to improve after previous sanctions, employment may be terminated.



### 11.3. Grievance Procedure

This procedure provides safe and accessible channels for any employee to raise a concern or complaint about their work, working conditions, or treatment at our organisation.

#### 1) Informal Resolution

Employees are encouraged to first try to resolve issues informally by speaking directly with their supervisor or a trusted senior colleague.

#### 2) Formal Grievance

If informal resolution is not possible or appropriate, the employee can submit a formal written grievance to the JEDI Committee or the CE. The JEDI Committee will review the matter and provide a formal response within ten (10) working days.

#### 3) Confidential Channel

It is the mandatory and safest channel for all sensitive grievances.

- **Scope:** Any complaint involving harassment, discrimination, bullying, or any grievance against a supervisor, an SMT member, or the CE must be reported through this channel.
- **Method:** Employees can submit a complaint either by: (a) Placing a written complaint (using the Confidential Complaint Form) in the Anonymous Opinion Box (AOB), or (b) Contacting the Ombudsperson directly.

- **Process:** The Ombudsperson will confidentially acknowledge receipt of the complaint, conduct a thorough and impartial investigation, and provide recommendations to the CE, Chairperson or the Executive Committee.

### 11.4. Appeal Process

An employee has the right to appeal a disciplinary decision or a grievance outcome.

#### 1) Appeal of the Supervisor's Decision

An appeal must be submitted to the SMT within seven (7) working days of receiving the decision.

#### 2) Appeal of the SMT Decision

An appeal must be submitted in writing to the Chief Executive within seven (7) working days of receiving the decision.

#### 3) Final Authority

The Chief Executive will review the appeal and may conduct further inquiries if necessary. The decision of the CE is final and binding.

### 11.5. Record Keeping

All records related to disciplinary and grievance proceedings will be documented and stored securely in a confidential file by the Finance & Admin Cell. These records are essential for ensuring procedural fairness, accountability, and legal compliance. Access to these files is strictly restricted to the CE and the Ombudsperson.



## 12. Coordination

Effective coordination and transparent communication are the cornerstones of our organisational culture. Regular, structured dialogue is essential for achieving our strategic goals, fostering collaboration, ensuring accountability, and creating an inclusive environment where every voice can be heard. This chapter outlines the schedule and purpose of key meetings and communication platforms. These are not merely administrative procedures but vital mechanisms for aligning our efforts, solving problems collectively, and strengthening our identity as one cohesive team.

### 12.1. Guiding Principles

All of our meetings, whether formal or informal, will be guided by the following principles:

- 1) **Purposeful:** Every meeting must have a clear purpose and a pre-circulated agenda to ensure discussions are focused and productive.
- 2) **Participatory:** Meetings are a space for all voices to be heard. In line with our JEDI Policy, conveners will actively ensure that all participants, regardless of seniority or background, have the opportunity to contribute.
- 3) **Action-oriented:** The goal of our meetings is to reach clear decisions and define actionable steps. The progress of the decisions taken in the earlier meeting will be the first agenda item.
- 4) **Time Bound:** All meetings will start and end on time. Participants are expected to arrive punctually and prepared for the discussion.
- 5) **Documented:** Key decisions and action points from all formal meetings will be reported in minutes or notes and circulated

to relevant participants to ensure clarity, accountability.

### 12.2. Meeting Schedule

All official meetings should be organised time. The Senior Management Team (SMT), Cell-based Teams (Campaign, Communication, Finance & Admin and Research), Program and all staff meetings are scheduled as follows:

#### 1) SMT Meeting (Weekly)

- a) **Purpose:** To provide high-level strategic and operational oversight. The agenda will focus on reviewing progress against key priorities, resolving cross-cutting challenges, making decisions on urgent operational matters, and ensuring resource alignment.
- b) **Frequency:** Once a week. If a holiday falls within the scheduled meeting time, it will be rescheduled for the next workday.
- c) **Duration:** One (1) hour
- d) **Participants:** Chief Executive (CE), all Cell Coordinators and/or Team Leaders.
- e) **Chair:** Chief Executive
- f) **Rapporteur:** Any Coordinator or Team Leader by rotation.

#### 2) Cell or Team Meeting (Weekly)

- a) **Purpose:** To facilitate tactical planning and team coordination. These meetings will focus on reviewing the past week's progress, planning activities for the upcoming week, identifying and solving immediate challenges, and ensuring all team members are aligned on their tasks and responsibilities.



- b) **Frequency:** Once a week, for each cell or team. If a holiday falls within the scheduled meeting time, it will be rescheduled for the next workday.
- c) **Duration:** One (1) hour per week.
- d) **Participants:** The respective Cell or team Coordinator and all staff members within that cell (Campaigns, Communications, Finance & Administration and Research).
- e) **Chair:** Cell Coordinator or Team Leader.
- f) **Rapporteur:** Any cell or team member, except the cell coordinator, by rotation.

### 3) Program Meeting (Monthly)

- a) **Purpose:** To conduct a comprehensive review of all ongoing projects. The meeting will assess both programmatic achievements and financial progress against the approved work plans and budgets. It serves as a key tool for adaptive management, monthly planning, and ensuring accountability to our donors and partners.
- b) **Frequency:** Every first week of the month. If a holiday falls within the scheduled meeting time, it will be rescheduled for the next workday.
- c) **Duration:** One and a half hours (1:30) maximum
- d) **Participants:** All program staff, key members of the Finance & Admin Cell and Operations.
- e) **Chair:** Any coordinator or team leader will chair the meeting on a rotating basis. None of the coordinators will be able to chair a meeting again until they have finished a round.
- f) **Rapporteur:** Any supervisory staff member (campaign officer, communication officer or research officer) by rotation.

### 4) All-Staff Meeting (Quarterly)

- a) **Purpose:** To foster a shared sense of organisational identity and direction. The agenda will include updates from the SMT on overall progress, sharing major successes and learnings from different cells, and discussing key strategic directions for the upcoming quarter. It is a forum for organisation-wide reflection and alignment.
- b) **Frequency:** Once every three months. The meeting will be held in the first week of the fourth month. If a holiday falls within the scheduled meeting time, it will be rescheduled for the next workday.
- c) **Duration:** Two (2) hours.
- d) **Participants:** All staff members of the organisation.
- e) **Chair:** Chief Executive
- f) **Moderator:** Any of the coordinators or team leaders will moderate the meeting on a rotating basis. Any of them will be able to moderate a second time only after completing a rotation of all coordinators.
- g) **Rapporteur:** Finance & Admin Cell.

### 5) JEDI Committee Meeting

- a) **Purpose:** To discuss JEDI Initiatives and JEDI-related issues.
- b) **Frequency:** Every last week of the month.
- c) **Duration:** One (1) hour
- d) **Participant:** JEDI Committee members. Any staff member or Ombudsperson may join the meeting as an observer if the JEDI Committee invites them for a particular time.
- e) **Chair:** JEDI Committee Chairperson



- f) **Rapporteur:** Any JEDI Committee member by rotation.

## 6) Event Meetings

- a) **Purpose:** To design and implement organisational flagship events in a well-coordinated and synchronised manner.
- b) **Frequency:** As required by the Organising Team before, during and after the events.
- c) **Duration:** One and a half hours (1:30) maximum.
- d) **Participant:** Organising Team, volunteers and support staff, as required.
- e) **Chair:** Coordinator or Leader of the Organising Team.
- f) **Rapporteur:** Any organising team member by rotation.

## 7) Annual Retreat

- a) **Purpose:** The Annual Retreat is a cornerstone event for organisational reflection, planning, and celebration; an opportunity for direct interaction between staff, the Executive Committee, and key stakeholders to enhance governance and transparency.
- b) **Frequency:** Once a year. If a holiday falls within the scheduled meeting time, it will be rescheduled for the next workday.
- c) **Agenda:** The agenda will include: (a) a Comprehensive review of the past year's achievements, challenges, and lessons learned, (b) Participatory planning to develop the organisation's annual work plan for the upcoming year, and (c) Capacity building of the staff members on new and additional policy changes.
- d) **Staff Recognition:** A formal session to acknowledge outstanding performance and

contributions, including the 'Employee of the Year' award.

- e) **Duration:** One to three (1-3) days
- f) **Participants:** All staff members, members of the Executive Committee (EC), and invited stakeholders.
- g) **Chair:** Different sessions of the retreat will be chaired by various individuals, including the Chairperson and the Chief Executive, as appropriate.
- h) **Minutes:** The Research Cell, or as directed by the Executive Director, will prepare the minutes of the Annual Retreat.

## 12.3. Extraordinary Meetings

### 1) Special Meeting

- a) **Purpose:** The Chief Executive holds the authority to call special meetings with relevant staff members at any time to address urgent, time-sensitive, or critical issues that cannot wait for the regular meeting schedule.
- b) **Chair:** Chief Executive
- c) **Minutes:** Any participant may prepare the minutes, as directed by the Chief Executive.

### 2) Other Meetings

Various standing and ad hoc committees will meet as required to fulfil their specific mandates, as defined in this and other policies. The committee's needs will determine the frequency of these meetings. These include, but are not limited to: the Investigation Committee, Procurement Committee and other ad-hoc committees.



## 12.4. Meeting Responsibilities

- 1) **Convener:** The designated chair of each meeting is responsible for preparing and circulating the agenda, facilitating the discussion, and ensuring the meeting achieves its objectives, unless otherwise decided.
- 2) **Rapporteur:** A designated note-taker (often rotated among members) is responsible for recording the minutes of formal meetings.
- 3) **Documentation:** Minutes should be concise and action-oriented. They must document:
  - Date, time, and attendees.
  - Key points of discussion.
  - All decisions have been made.
  - A clear list of Action Points, with the Responsible Person and a deadline for each.
- 4) **Circulation:** The minutes of all formal meetings should be finalised and circulated to all participants within three (5) working days of the meeting.



## 13. Miscellaneous

A range of essential policies and procedures that govern the day-to-day operations and professional conduct, but do not fall squarely within the preceding chapters, is defined here. These policy positions are designed to ensure the responsible use of organisational resources, protect our intellectual property and reputation, and provide clarity on various workplace practices. Adherence to these policies is a shared responsibility and essential for maintaining a professional, secure, and efficient work environment.

### 13.1. Organisational Assets

#### 1) Definition

Organisational assets include, but are not limited to, books, buildings, cameras, computers, furniture, internet bandwidth, laptops, mobile phones, reports, stationery and vehicles.

#### 2) Principle of Use

All assets provided by the organisation are for the primary purpose of conducting official duties. Employees are expected to use these assets responsibly, ethically, and with due care to prevent damage, loss, or theft.

#### 3) Incidental Personal Use

While minor and incidental personal use of assets like computers or phones is permissible, it should not interfere with work, incur significant cost for the organisation, or violate any other policy (e.g., accessing inappropriate content).

#### 4) Security and Safekeeping

Employees are personally responsible for the safekeeping of assets assigned to them, such as laptops and mobile phones. These items must be kept secure at all times, both in and out

of the office, in line with the protocols in the **Safety & Security Guide**. Any loss or damage must be reported to the Finance & Admin Cell immediately.

#### 5) Return of Assets

All organisational assets must be returned in good working condition (allowing for everyday wear and tear) upon an employee's separation from the organisation. It is a mandatory step in the clearance process.

### 13.2. Intellectual Property

#### 1) Ownership

All work, data, documents, reports, training materials, software, photographs, videos, and any other intellectual property created by an employee during their employment with the organisation, using organisational resources or time, are the sole property of the organisation.

#### 2) Acknowledgment

Where appropriate, we will acknowledge the contribution of individual staff members in our publications. However, the legal ownership and right to use, distribute, or modify the intellectual property rest with the organisation.

#### 3) Post-Employment

The obligation to respect the organisation's ownership of intellectual property continues even after an employee's employment with the organisation has ended.

### 13.3. Dress Code

We believe in fostering a professional work environment while respecting individual expression.

#### 4) Principle



Employees are expected to wear business casual attire in the workplace, which is professional, respectful, culturally appropriate, and safe for the work they are conducting.

### 5) Context-specific Attire

Attire should be appropriate for the context, whether it is for daily office work, meetings with high-level stakeholders, or fieldwork in communities. For fieldwork, clothing must be comfortable, safe, and culturally sensitive to the local context.

### 6) Prohibited Attire

Clothing with offensive, discriminatory, or political slogans or imagery is not permitted in the workplace, as it violates the principles of our JEDI and Gender Policies.

## 13.4. Representation and Association

In line with the ILO's core conventions and our rights-based approach, we respect our employees' right to freedom of association. Staff members are free to form or join legitimate associations to represent their interests, and we are committed to engaging in constructive dialogue with any such representative body.

## 13.5. Visitors in the Workplace

To ensure the safety, security, and professional environment of the office, the following applies to visitors:

- 1) Official visitors are welcome and should be treated with courtesy and respect.
- 2) Personal visitors (friends or family) should be kept to a minimum and for short durations to avoid disruption to colleagues.
- 3) Employees must inform their supervisor about any personal visitors in advance of the visit.
- 4) All visitors must be escorted by the employee they are visiting and are not permitted in restricted work areas.

## 13.6. Public Statements

To ensure consistent and accurate messaging, all official communication with the media (print, electronic, or social) must be handled through designated channels.

### 1) Authorised Spokespersons

Only the CE and the Communications Coordinator (or another person explicitly designated by the CE) are authorised to speak to the media or make public statements on behalf of the organisation.

### 2) Media Inquiries

Any employee who receives an inquiry from the media should politely decline to comment and must immediately forward the request to an authorised spokesperson.



## ANNEXURES



# Annual Performance Appraisal

## বার্ষিক কর্ম-দক্ষতা মূল্যায়ন

Name (নাম):

Job Title (পদবী):

Cell (সেল):

Joining Date:

Selected Peer:

Appraisal Period:

### JOB OBJECTIVES

Ideally the number of objectives should be between five and seven. At least one objective will cover the staff's personal skill and capacity. (উদ্দেশ্যের সংখ্যা পাঁচ থেকে সাতটির মধ্যে থাকবে। অন্তত একটি উদ্দেশ্য কর্মীর ব্যক্তিগত দক্ষতা ও সক্ষমতা বৃদ্ধি সম্পর্কিত হবে)

**What are the key responsibilities of your job for the year ahead?**

এ বছরে কর্মক্ষেত্রে আপনার প্রধান দায়িত্বগুলো কী কী?

Outline below the key responsibilities (between five and seven) from which your objectives for this year will be drawn:

| SL # | Objective | % of Hours Required |
|------|-----------|---------------------|
| 1.   |           |                     |
| 2.   |           |                     |
| 3.   |           |                     |
| 4.   |           |                     |
| 5.   |           |                     |
| 6.   |           |                     |
| 7.   |           |                     |

What key competencies and skills are required? (উদ্দেশ্য পূরণে কী কী গুণ ও দক্ষতা দরকার?)

What resources are required? (কী কী সম্পদ দরকার?)

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Chief Executive  
CLEAN

Chairperson  
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# Performance Appraisal

কর্ম-দক্ষতা মূল্যায়ন

## PAT 1: FOR FINANCE & ADMIN CELL

| SL #       | Question                        | Self Appraisal | Peer's Appraisal | Manager's Appraisal | Average Value |
|------------|---------------------------------|----------------|------------------|---------------------|---------------|
| 01.        | Organisational Vision & Mission |                |                  |                     |               |
| 02.        | Roles and Responsibilities      |                |                  |                     |               |
| 03.        | Roles as a Team Member          |                |                  |                     |               |
| 04.        | Adaptation Capacity             |                |                  |                     |               |
| 05.        | Decision-making Skill           |                |                  |                     |               |
| 06.        | Time Management                 |                |                  |                     |               |
| 07.        | Financial Management            |                |                  |                     |               |
| 08.        | Communication Skills            |                |                  |                     |               |
| 09.        | Accepting Criticism             |                |                  |                     |               |
| 10.        | Culture & Ethics                |                |                  |                     |               |
| Total: 200 |                                 |                |                  |                     |               |

### Part 2: Manager's Opinion

The manager must consult with the Finance & Admin Cell before making recommendations.

Position:

Consider for  
Promotion

May be kept in the  
Current Position

A Warning  
Recommended

Should be  
Demoted

Performance:

Orientation/  
Training needs on:

Remuneration  
& Increment:

Highly  
Recommended

Moderately  
Recommended

Less  
Recommended

Not  
Recommended

Manager's Signature

Date: \_\_\_/\_\_\_/\_\_\_

Finance & Admin Officer

Date: \_\_\_/\_\_\_/\_\_\_

Chief Executive

Date: \_\_\_/\_\_\_/\_\_\_

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### PART 3: FOR ASSESSOR, ASSESSEE & PEERS

[All scores are given within 0 - 5, where 'zero' (0) means 'the lowest' and 'five' (5) means 'the highest'. The assessor is personally responsible to the assessee and higher authority for their scoring.]

#### 1. Organisational Vision & Mission

| SL #      | Aspect/Situation                                                                                                                                                                                                                                                                | Self | Peer | Manager | Value |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 1.1       | Clear about the organization's vision and uses it to help guide them in setting day to day and work plan priorities. [সংগঠনের স্বপ্ন সম্পর্কে পরিষ্কার ধারণা আছে এবং স্বপ্নের উপর ভিত্তি করে কর্ম-পরিকল্পনা প্রণয়ন করেন]                                                       |      |      |         |       |
| 1.2       | Plays an active role in defining innovative and effective strategies to fulfill the organization's mission. [সংগঠনের ব্রত অর্জনে উদ্ভাবনী ও ফলপ্রসূ কৌশল গ্রহণে সক্রিয় ভূমিকা পালন করেন]                                                                                       |      |      |         |       |
| 1.3       | Understands and communicates clearly why the organization's work is important and how it connects to the broader mission internally and in the public. [সংগঠনে কাজের গুরুত্ব বোঝেন এবং তা কীভাবে সংগঠনের আভ্যন্তরে ও বাইরে বৃহত্তর ব্রতের সঙ্গে যুক্ত সেটি ব্যাখ্যা করতে পারেন] |      |      |         |       |
| 1.4       | Informed about the working sectors of the organization and can communicate clearly how those are connected with each other. (সংগঠনের কাজের ক্ষেত্র সম্পর্কে জানেন এবং কীভাবে এগুলো পরস্পর-সংযুক্ত তা ব্যাখ্যা করতে পারেন।)                                                      |      |      |         |       |
| Total: 20 |                                                                                                                                                                                                                                                                                 |      |      |         |       |

#### 2. Roles and Responsibilities

| SL # | Aspect/Situation                                                                                                                                                                                       | Self | Peer | Manager | Value |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 2.1  | Overall, performs the primary tasks for which they are responsible at the highest standards of excellence. [নিজের দায়িত্ব-কর্তব্য সম্পর্কে সচেতন এবং নিজের কাজের সর্বোচ্চ ফলাফল অর্জনের চেষ্টা করেন।] |      |      |         |       |
| 2.2  | Shows up with energy, passion, and commitment to their work [নিজের কাজের প্রতি জীবনীশক্তি, আবেগ ও প্রতিশ্রুতি প্রদর্শন করে থাকেন]                                                                      |      |      |         |       |

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| SL #             | Aspect/Situation                                                                                                                                                                                                                | Self | Peer | Manager | Value |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 2.3              | Takes delight in his/her overall work. Finds joy in his/her work and shares it with others. [নিজের কাজে গর্ববোধ করেন এবং অন্যদের সঙ্গে তা বিনিময় করেন]                                                                         |      |      |         |       |
| 2.4              | Aware of the CLEAN Policies (Finance, Human Resources, Safety and Gender) and strives to implement the policies. [সংগঠনের নীতিমালা (আর্থিক, মানবসম্পদ, নিরাপত্তা ও জেন্ডার) সম্পর্কে সচেতন এবং এগুলো বাস্তবায়নের চেষ্টা করেন।] |      |      |         |       |
| <b>Total: 20</b> |                                                                                                                                                                                                                                 |      |      |         |       |

### 3. Role as a Team Member

| SL #             | Aspect/Situation                                                                                                                                                                                                          | Self | Peer | Manager | Value |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 3.1              | People can count on this person to do what they said they will do and/or renegotiate in a timely manner. [তার প্রতিশ্রুতি অনুসারে যথাসময়ে কাজের ফলাফল পাওয়া যাবে বলে অন্যরা ভরসা করতে পারেন।]                           |      |      |         |       |
| 3.2              | Articulates a clear and inspiring picture for the work and what is being accomplished together [অন্যদেরকে সঙ্গে নিয়ে কাজের একটি পরিস্কার ও উৎসাহব্যাঞ্জক চিত্র প্রদর্শন করতে পারেন।]                                     |      |      |         |       |
| 3.3              | Displays good judgment in establishing personal priorities. [নিজ অগ্রাধিকার বাস্তবায়নের ক্ষেত্রে ন্যায্যতা ও অন্যদের অধিকার বিবেচনায় রাখেন।]                                                                            |      |      |         |       |
| 3.4              | Keep the secrecy of gender identities, respect them and be sensitive about their special needs. [জেন্ডার বৈচিত্র্যপূর্ণ সহকর্মীদের গোপনীয়তা রক্ষা করেন, সম্মান প্রদর্শন করেন এবং তাদের বিশেষ চাহিদার প্রতি সহানুভূতিশীল] |      |      |         |       |
| <b>Total: 20</b> |                                                                                                                                                                                                                           |      |      |         |       |

### 4. Adaptation Capacity

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| SL #      | Aspect/Situation                                                                                                                                                                             | Self | Peer | Manager | Value |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 4.1       | Looks for opportunities to build relationships internally as well as externally. [ক্লিন-এর কার্যালয়ে ও বাইরে সুসম্পর্ক গড়ে তোলার সুযোগ তৈরি করেন।]                                         |      |      |         |       |
| 4.2       | Collaborates well with others so that the best possible outcomes for the work are produced. [অন্যদের সঙ্গে কার্যকর সহযোগিতার ভিত্তিতে কাজ করেন যাতে সম্ভাব্য সর্বোচ্চ ফলাফল অর্জন করা যায়।] |      |      |         |       |
| 4.3       | Responds and adapts flexibly to changing circumstances [পরিস্থিতির পরিবর্তন হলে দ্রুত সাড়া দিয়ে নমনীয়তার সঙ্গে খাপ খাইয়ে নিতে পারেন।]                                                    |      |      |         |       |
| 4.4       | Maintains balance, clarity and poise in difficult situations. [কঠিন সময়ে স্বচ্ছতা ও ধৈর্য্যসহ ভারসাম্য রক্ষা করতে পারেন।]                                                                   |      |      |         |       |
| Total: 20 |                                                                                                                                                                                              |      |      |         |       |

## 5. Decision-making Skill

| SL # | Aspect/Situation                                                                                                                                                                                                                                        | Self | Peer | Manager | Value |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 5.1  | Makes good decisions and knows when to reach out for help with decisions. [কার্যকর সিদ্ধান্ত গ্রহণ করতে পারেন এবং যথাযথ সিদ্ধান্ত নেয়ার জন্য কখন ও কার সহায়তা নিতে হবে সেটি জানেন।]                                                                   |      |      |         |       |
| 5.2  | Plays a strong and useful role in establishing, maintaining and modeling accountability for performance standards within the organization. [ক্লিন কার্যালয়ে দায়ভিত্তিক কাজের মান প্রতিষ্ঠা, বজায় রাখা ও উদাহরণ সৃষ্টিতে শক্তিশালী ভূমিকা পালন করেন।] |      |      |         |       |
| 5.3  | Maintains an appropriate balance of immediate needs and longer range focus. [তাৎক্ষণিক চাহিদা ও দীর্ঘমেয়াদি উদ্দেশ্য পূরণের মধ্যে কার্যকর ভারসাম্য রক্ষা করে থাকেন।]                                                                                   |      |      |         |       |
| 5.4  | Faces and resolves problems forthrightly and effectively rather than letting them linger or build. [সমস্যা তৈরি হলে, দেরি না করে তার মুখোমুখি হন এবং সমস্যা বাড়তে না দিয়ে স্পষ্ট ও কার্যকর উপায়ে সমাধান করেন।]                                       |      |      |         |       |

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| SL #             | Aspect/Situation | Self | Peer | Manager | Value |
|------------------|------------------|------|------|---------|-------|
| <b>Total: 20</b> |                  |      |      |         |       |

## 6. Time Management

| SL #             | Aspect/Situation                                                                                                                                                                                                                | Self | Peer | Manager | Value |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 6.1              | Skillfully manages their workload and time. [দক্ষতার সঙ্গে কাজের চাপ ও সময় ব্যবস্থাপনা করতে পারেন।]                                                                                                                            |      |      |         |       |
| 6.2              | Models and supports others in setting appropriate boundaries in service of sustainability and self-care. [টেকসই পরিষেবা প্রদান ও নিজের যত্ন নেয়া - এ দুটোর মাঝে সীমানা নির্ধারণে উদাহরণ সৃষ্টির মাধ্যমে অন্যদের সহায়তা করেন।] |      |      |         |       |
| 6.3              | Maintains a balance of work, rest and community. [কাজ, বিশ্রাম, সামাজিক দায়িত্বের মধ্যে ভারসাম্য বজায় রাখেন।]                                                                                                                 |      |      |         |       |
| 6.4              | Reports at office and in internal and public programs timely. [ক্লিন কার্যালয়ে এবং আভ্যন্তরীণ বাইরের কর্মসূচিতে যথাসময়ে উপস্থিত থাকেন।]                                                                                       |      |      |         |       |
| <b>Total: 20</b> |                                                                                                                                                                                                                                 |      |      |         |       |

## 7. Financial Management

| SL # | Aspect/Situation                                                                                                                                                                               | Self | Peer | Manager | Value |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 7.1  | Uses the organization's fund in the best way possible and for achieving maximum output of the expenditures. [ক্লিন-এর তহবিল সবথেকে সেরা উপায়ে এবং সর্বোচ্চ ফলাফল অর্জনের উদ্দেশ্যে খরচ করেন।] |      |      |         |       |
| 7.2  | Seeks the alternatives of expenditures and assesses the market before any expenditure made. [প্রতিটি ব্যয়ের আগে অর্থ-খরচ না করে ফলাফল অর্জনের উপায়গুলো খুঁজে দেখেন এবং বাজার যাচাই করেন।]    |      |      |         |       |
| 7.3  | Makes examples of transparency and accountability for other colleagues internally and in public. [সংগঠনের অভ্যন্তরে এবং বাইরে                                                                  |      |      |         |       |

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| SL #      | Aspect/Situation                                                                                                                                                  | Self | Peer | Manager | Value |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
|           | সহকর্মীদের জন্য আর্থিক স্বচ্ছতা ও জবাবদিহিতার উদাহরণ তৈরি করেন।]                                                                                                  |      |      |         |       |
| 7.4       | Plays an inspiring role in the journey of the organization's economic prosperity. [ক্লিন-এর অর্থনৈতিক সমৃদ্ধি অর্জনের যাত্রায় নজির-সৃষ্টিকারী ভূমিকা পালন করেন।] |      |      |         |       |
| Total: 20 |                                                                                                                                                                   |      |      |         |       |

## 8. Communication Skills

| SL #      | Aspect/Situation                                                                                                                                                                                                                                   | Self | Peer | Manager | Value |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 8.1       | Accurately understands the perspectives and feelings of others and communicates so that they feel heard and understood. [অন্যদের দৃষ্টিভঙ্গি ও অনুভূতি যথাযথভাবে বুঝতে পারেন; অন্যদের কথা ভালোভাবে শোনেন এবং এমনভাবে বলেন যাতে তাঁরা বুঝতে পারেন।] |      |      |         |       |
| 8.2       | Understands the needs and priorities of others and is proactive in communicating the information upon which they depend. [অন্য সহকর্মীদের চাহিদা ও অগ্রাধিকার সম্পর্কে জানেন এবং তাঁদেরকে এমন সহায়তা করেন যাতে তাঁরা ভরসা করতে পারেন।]            |      |      |         |       |
| 8.3       | Is aware of the impact their behaviors have on others and effectively manages their emotions and actions. [অন্য সহকর্মীদের উপর তাঁর আচরণের প্রভাব সম্পর্কে সচেতন এবং এটা বিবেচনায় রেখে আবেগ ও চর্চা নিয়ন্ত্রণ করেন।]                             |      |      |         |       |
| 8.4       | Is effective in providing clear, timely and helpful feedback. [সময়মতো পরিস্কারভাবে ও সহযোগিতামূলক প্রতিক্রিয়া জানাতে সক্ষম।]                                                                                                                     |      |      |         |       |
| Total: 20 |                                                                                                                                                                                                                                                    |      |      |         |       |

## 9. Accepting Criticism

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| SL #             | Aspect/Situation                                                                                                                                                            | Self | Peer | Manager | Value |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 9.1              | Inspires others with their positive energy and attitude. [ইতিবাচক কর্মশক্তি, মনোভাব ও আচরণ দ্বারা অন্যদেরকে উদ্দীপ্ত করেন]                                                  |      |      |         |       |
| 9.2              | Seeks feedback from others and can incorporate the feedback to focus or shift their work or behavior. [অন্যদের অভিমত চান এবং অভিমত অনুসারে কাজ, আচরণ ও চর্চা পরিবর্তন করেন] |      |      |         |       |
| 9.3              | Makes it easy to give them feedback by being approachable and non-defensive. [তাঁর কাজের উপর সহজে অভিমত জানানো যায় এবং প্রতিরোধমূলক ভূমিকা নেন না।]                        |      |      |         |       |
| 9.4              | Is comfortable acknowledging and learning from their mistakes. [ভুল স্বীকার করেন এবং ভুল থেকে শিক্ষা নিতে আগ্রহী]                                                           |      |      |         |       |
| <b>Total: 20</b> |                                                                                                                                                                             |      |      |         |       |

## 10. Culture & Ethics

| SL # | Aspect/Situation                                                                                                                                                                                                                                                                                                                          | Self | Peer | Manager | Value |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------|
| 10.1 | Enthusiastic to build relationships with amity, empathy and friendship irrespective of nationality, zones, religion, color & caste, sex, food habit and sexual orientation. [জাতীয়তা, আঞ্চলিকতা, ধর্ম, বর্ণ, লৈঙ্গিক ও খাদ্যাভ্যাস ও যৌন-পরিচয় নির্বিশেষে সম-মর্যাদা, সৌহার্দ্য, সহমর্মিতা ও বন্ধুত্বপূর্ণ সম্পর্ক গড়ে তোলায় উৎসাহী।] |      |      |         |       |
| 10.2 | Supports pluralism internally and in the public and encourages inclusive participation. [আভ্যন্তরীণ ও বহিঃস্থ সকল ক্ষেত্রে বহুত্ববাদ সমর্থন করেন এবং অন্তর্ভুক্তিমূলক অংশগ্রহণ উৎসাহিত করেন।]                                                                                                                                             |      |      |         |       |
| 10.3 | Walks their talk: Daily behaviors demonstrate the values they espouse. [দৈনন্দিন কাজের মধ্য দিয়ে উচ্চ-মূল্যবোধ ও নৈতিকতা প্রদর্শন করেন।]                                                                                                                                                                                                 |      |      |         |       |
| 10.4 | Plays a strong and meaningful role in building a positive, values-based work culture. [ইতিবাচক ও মূল্যবোধ-ভিত্তিক কাজের পরিবেশ গড়ে তুলতে শক্তিশালী ও অর্থবহ ভূমিকা পালন করেন]                                                                                                                                                            |      |      |         |       |



| SL #      | Aspect/Situation | Self | Peer | Manager | Value |
|-----------|------------------|------|------|---------|-------|
| Total: 20 |                  |      |      |         |       |

## 11. Other Remarks of the Manager/Supervisor

Reference: CLEANHRAPPTV/VIS  
Date: \_\_\_\_\_

To: \_\_\_\_\_  
Candidate's Full Name: \_\_\_\_\_  
Candidate's Full Address: \_\_\_\_\_  
Candidate's Full Address Line 2: \_\_\_\_\_

Subject: Letter of Appointment for the position of [Job Title]

Dear [Candidate's Name],

Following your recent interview and regarding your acceptance of the Job Offer Letter, we are pleased to appoint you to the position of [Job Title] at the Coastal Livelihood and Enterprise Action Network (CLEAN). We were impressed with your qualifications and believe your experience will be a valuable asset to our team. We are excited to have you join us in our mission to champion climate justice and empower coastal communities.

**Assessee**

**Peer**

**Manager**

The following terms and conditions will govern your employment with us:

- 1. Joining Date and Duty Station**

Date of Joining: \_\_\_\_\_

Name: \_\_\_\_\_ Name: \_\_\_\_\_ Name: \_\_\_\_\_

Job Title: \_\_\_\_\_ Job Title: \_\_\_\_\_ Job Title: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## 2. Reporting & Coordination

Report to: \_\_\_\_\_

Coordinate with: \_\_\_\_\_

Supervise: \_\_\_\_\_

## 3. Probation Period

You will have a probationary period for a maximum of six (6) months from your date of joining. Your performance will be reviewed quarterly during this period. Upon successful completion of your probation, you will receive a written confirmation letter. During probation, your employment can be terminated either party with two (2) weeks written notice.

Chairperson  
CLEAN

Hasan Mehedi  
Chief Executive  
CLEAN



# Coastal Livelihood and Environmental Action Network

## Appointment Letter

Reference: CLEAN/HR/APPT/YYYY/Serial No

Date: / /

To

Candidate's Full Name

Candidate's Full Address Line-1

Candidate's Full Address Line-2

Subject: Letter of Appointment for the position of [Job Title]

Dear [Candidate's Name],

Following your recent interview and regarding your acceptance of the Job Offer Letter, we are pleased to appoint you to the position of [Job Title] at the Coastal Livelihood and Environmental Action Network (CLEAN). We were impressed with your qualifications and believe your skills and experience will be a valuable asset to our team. We are excited to have you join us in our mission to champion climate justice and empower coastal communities.

The following Terms and Conditions will govern your employment with us:

### 1. Joining Date and Duty Station

Date of Joining : Time :

Duty Station : ☐ Khulna ☐ Dhaka ☐ Barishal ☐ Chattogram ☐ Rajshahi ☐ Others

Please note that the position requires frequent travel to project sites and partner locations.

### 2. Reporting & Coordination

Report to :

Coordinate with :

Supervise :

### 3. Probation Period

You will be on a probationary period for a maximum of six (6) months from your date of joining. Your performance will be reviewed quarterly during this period. Upon successful completion of your probation, you will receive a formal Confirmation Letter. During probation, your employment can be terminated by either party with two (2) weeks' written notice.

### 4. Remuneration

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Chief Executive  
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Your monthly gross salary will be **BDT [00,000.00]** (In words: Taka XXX XXX XXX only). It is placed at Grade ###, Step ### of the organisation's salary structure. The breakdown is as follows:

| SL #   | PARTICULARS          | AMOUNT (BDT) |
|--------|----------------------|--------------|
| 1.     | Basic Salary         | —            |
| 2.     | House Rent Allowance | 60%          |
| 3.     | Medical Allowance    | 10%          |
| 4.     | Tiffin Allowance     | 15%          |
| 5.     | Shuttle Allowance    | 15%          |
| Total: |                      |              |

All payments are subject to the deduction of Tax at Source (TDS) and other statutory deductions as per the laws of Bangladesh.

#### 5. Duties and Responsibilities

Your primary duties and responsibilities are outlined in the attached **Job Description**, which forms an integral part of this appointment letter. You may also be assigned other duties from time to time as required by the organisation.

#### 6. Working Hours

Your working hours will be from 9:00 AM to 5:00 PM, Sunday through Thursday, with a one-hour lunch break, as per the HR Policy. However, as a campaign and advocacy-focused organisation, we may require your services outside of working hours and on weekends as well.

#### 7. Benefits (Applicable upon Confirmation)

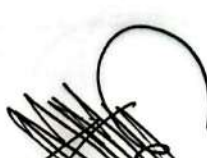
Upon successful confirmation of your employment, you will be entitled to the following benefits as per our HR Policy:

- Staff Fund:** You will be enrolled in our contributory Staff Fund, with 10% of your basic salary contributed by you in addition to the organisation's contribution.
- Festival Bonus:** You will be entitled to get two (2) festival bonuses per year, each equivalent to 40% of your monthly gross salary, plus one festival bonus on the eve of Bengali New Year, equivalent to 20% of your monthly salary.
- Leave:** You will be entitled to Annual, Education, Parental, Sick Leave and Time In Lieu (TIL) as per the provisions outlined in the HR Policy.

#### 8. Policies and Code of Conduct

Your employment is governed by the rules, regulations, and policies of the organisation as amended from time to time. You are required to read, understand, and strictly adhere to all organisational policies, including but not limited to:

- Human Resource (HR) Policy
- Finance Policy
- Gender Policy
- JEDI Policy

  
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- e) Child Protection Policy
- f) Safety & Security Guide
- g) Environment Policy
- h) Disclosure Policy
- i) Code of Conduct

You will be required to sign a **Policy Acknowledgement Form** on your first day of joining. A breach of these policies may lead to disciplinary action, up to and including termination of employment.

## 9. Confidentiality

During your employment, you will have access to confidential information related to the organisation, its partners, and the communities we serve. You are required to maintain the strictest confidentiality of this information, both during and after your employment with our organisation.

## 10. Termination

After confirmation, either party may terminate your employment with one (1) month's written notice or by paying one month's basic salary instead of notice.

We look forward to a fruitful and long-lasting association. Please confirm your acceptance of this offer by signing and returning the duplicate copy of this letter to us by **[Deadline Date]**.

We are excited to welcome you to our team.

Sincerely,

**Hasan Mehedi**  
Chief Executive

## Acceptance

I, **[Candidate's Full Name]**, have read and understood the terms and conditions of this appointment and hereby accept the offer of employment for the position of **[Job Title]** at the Coastal Livelihood and Environmental Action Network (CLEAN).

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### Copy to:

1. Personnel File
2. **[Title of Supervisor]**
3. Finance & Admin Cell

**Hasan Mehedi**  
Chief Executive  
CLEAN

Chairperson  
CLEAN



# Coastal Livelihood and Environmental Action Network

## Back to Office (BTO) Report

**Name of the Staff:** \_\_\_\_\_ **Position/Title:** \_\_\_\_\_  
**Project/Program:** \_\_\_\_\_ **Job Station:** \_\_\_\_\_  
**Dates of Travel:** from \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_ **No. of Days:** \_\_\_\_\_  
**Travel Funded by:** \_\_\_\_\_ **Visited City:** \_\_\_\_\_  
**Purpose of Travel:** \_\_\_\_\_

### Objectives and Achievements

| Planned Objectives | Achievements/Outcomes | Remarks/Challenges |
|--------------------|-----------------------|--------------------|
|                    |                       |                    |
|                    |                       |                    |
|                    |                       |                    |

### Follow-up Actions

| SL # | Specific Follow-up Actions | Responsible Person (Position/Title) | Deadline |
|------|----------------------------|-------------------------------------|----------|
|      |                            |                                     |          |
|      |                            |                                     |          |
|      |                            |                                     |          |

**Submitted by** \_\_\_\_\_ **Reviewed by** \_\_\_\_\_ **Approved by** \_\_\_\_\_  
**Name:** \_\_\_\_\_ **Name:** \_\_\_\_\_ **Name:** \_\_\_\_\_  
**Job Title:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_  
**Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

  
 Hasan Mehedi  
 Chief Executive  
 CLEAN

  
 Chairperson  
 CLEAN



# Coastal Livelihood and Environmental Action Network

## Confidential Complaint Form

### Our Commitment to You:

We are fundamentally committed to creating a safe, respectful, and inclusive workplace for every member of our team. We take all complaints of discrimination, harassment, and violence seriously. This form is a tool to help you report an incident formally. Your safety and confidentiality are our highest priorities throughout this process. It is a confidential tool for reporting incidents of harassment, discrimination, bullying, or other violations of our Human Resource, JEDI and Gender Policy.

### Protection from Retaliation

We have a zero-tolerance policy for retaliation against anyone who reports a concern in good faith or participates in an investigation. Any act of retaliation is a serious violation of our policy and will result in disciplinary action.

### Language:

Please write the complaint in your first language and style. We are ready to translate into Bengali or English, whichever works better for you and the Investigation Committee members.

### Instructions:

- 1) Please complete this form as thoroughly as possible. However, you do not have to answer any question that makes you feel uncomfortable.
- 2) The information you provide will be kept confidential and shared only with those who are directly involved in the investigation process.
- 3) If you need assistance completing this form, please contact the JEDI Chair or the Ombudsperson confidentially.

### 1. Your Position (Please check one of these)

- ☐ I am the person who was directly affected by this behaviour.
- ☐ I am a witness to this behaviour.

### 2. Date & Location of the Incident

Date of the incident:

Approximate Time:

Location of the Incident:

### 3. Pattern of the Behaviour (Please check one of these)

- ☐ It was a single incident.
- ☐ It is part of a recurring pattern of behaviour.

### 4. Please Describe What Happened

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(Be as specific as possible. What was said or done? What was the context? Who was present?)

**5. Identify the Accused Person** (the person who engaged in the harmful behaviour)

**Name of the Person** :

**Position** :  **Cell**:

**Relationship to you** :

**6. Identify the Witnesses** (witnesses would only be approached with confidentiality)

**Name of the Person**:  **Position**:

**Name of the Person**:  **Position**:

**Name of the Person**:  **Position**:

**Name of the Person**:  **Position**:

**Name of the Person**:  **Position**:

**7. Nature of the Complaint**

☐ **Microaggression** (subtle but harmful comments/actions that make someone feel like an outsider)

☐ **Bullying/Intimidation** (repeated unreasonable behaviour, verbal abuse, deliberate exclusion, threat)

☐ **Abuse of Power** (a senior colleague used power to intimidate, exploit, or mistreat others)

☐ **Discrimination** (unfair treatment based on gender, religion, disability, ethnicity, age, caste, etc.)

☐ **Retaliation** (Negative action taken for raising a concern or participating in an investigation)

☐ **Non-sexual Harassment** (Offensive comments, slurs, or intimidation based on identity)

  
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- ☐ **Physical Harassment** (Unwelcome touching, pinching, slapping, grabbing or hitting)
- ☐ **Sexual Harassment** (Unwelcome sexual comments, jokes, or display of offensive material)
- ☐ **Other** (Please specify):

## 8. Desired Outcome

Your preference is important to us. Please indicate what you would like to see happen as a **result of this complaint**. It helps us understand your needs; however, the investigation findings and our policies will ultimately determine the outcome.

- ☐ I want the behaviour to stop, and I would like an informal resolution (mediated conversation).
- ☐ I want a formal investigation into my complaint.
- ☐ I request that appropriate disciplinary action be taken against the respondent.
- ☐ I am unsure and would like to discuss my options (confidentially meet the Ombudsperson).
- ☐ Other (Please specify):

## 9. Your Contact Information (will be kept confidential)

Name :

Position :  Cell:

Phone :  Email:

The information provided in this form is true and accurate to the best of my knowledge and belief.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Thank you for your courage in coming forward. Your action helps us uphold our commitment to a safe and just workplace for everyone at our office.

## Next Steps

- 1) Place this form in a sealed envelope marked 'Confidential'
- 2) Hand it directly to any member of the SMT or the CE.
- 3) For complaints involving the SMT or Chief Executive, or for anonymous submissions, place them in the Anonymous Opinion Box (AOB), which is reviewed only by the Ombudsperson.

**Coastal Livelihood and Environmental Action Network**

**Hasan Mehedi**  
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# Grades of the Staff Members

(All names and Job titles are arranged alphabetically.)

| Grade                | Level          | Sub Grade | Position (Job Title)                                                                                                                                                                    |
|----------------------|----------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Non-Graded Personnel |                |           | <ul style="list-style-type: none"> <li>Advisers</li> <li>Chairperson</li> <li>Executive Members</li> <li>External Auditors</li> <li>Ombudsperson</li> <li>Treasurer</li> </ul>          |
| A                    | Execution      | A1        | <ul style="list-style-type: none"> <li>Chief Executive</li> </ul>                                                                                                                       |
|                      |                | A2        | <ul style="list-style-type: none"> <li>Directors</li> </ul>                                                                                                                             |
|                      |                | A3        |                                                                                                                                                                                         |
|                      |                | A4        |                                                                                                                                                                                         |
| B                    | Coordination   | B1        | <ul style="list-style-type: none"> <li>Campaign Coordinator</li> </ul>                                                                                                                  |
|                      |                | B2        | <ul style="list-style-type: none"> <li>Communications Coordinator</li> </ul>                                                                                                            |
|                      |                | B3        | <ul style="list-style-type: none"> <li>Finance &amp; Admin Coordinator</li> </ul>                                                                                                       |
|                      |                | B4        | <ul style="list-style-type: none"> <li>MEAL Coordinator</li> <li>Operations Coordinator</li> <li>Research Coordinator</li> </ul>                                                        |
| C                    | Supervision    | C1        | <ul style="list-style-type: none"> <li>Campaign Officer</li> </ul>                                                                                                                      |
|                      |                | C2        | <ul style="list-style-type: none"> <li>Communications Officer</li> </ul>                                                                                                                |
|                      |                | C3        | <ul style="list-style-type: none"> <li>Documentation Officer</li> </ul>                                                                                                                 |
|                      |                | C4        | <ul style="list-style-type: none"> <li>Finance &amp; Admin Officer</li> <li>Logistics Officer</li> <li>MEAL Officer</li> <li>Research Officer</li> </ul>                                |
| D                    | Implementation | D1        | <ul style="list-style-type: none"> <li>Campaign Assistant</li> </ul>                                                                                                                    |
|                      |                | D2        | <ul style="list-style-type: none"> <li>Cash Officer</li> </ul>                                                                                                                          |
|                      |                | D3        | <ul style="list-style-type: none"> <li>Communications Assistant</li> <li>Documentation Assistant</li> </ul>                                                                             |
|                      |                | D4        | <ul style="list-style-type: none"> <li>Finance &amp; Admin Assistant</li> <li>Intern or Fellow</li> <li>Logistic Officer</li> <li>MEAL Assistant</li> <li>Research Assistant</li> </ul> |
| E                    | Service        | E1        | <ul style="list-style-type: none"> <li>Cleaning Staff</li> </ul>                                                                                                                        |
|                      |                | E2        | <ul style="list-style-type: none"> <li>Driver</li> </ul>                                                                                                                                |
|                      |                | E3        | <ul style="list-style-type: none"> <li>Office Assistant</li> </ul>                                                                                                                      |
|                      |                | E4        | <ul style="list-style-type: none"> <li>Office Attendant</li> <li>Security Staff</li> </ul>                                                                                              |

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# Coastal Livelihood and Environmental Action Network

## Job Confirmation Letter

Reference: CLEAN/HR/CONF/####/Serial No.

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

To

Employee's Full Name

Employee's ID Number, if applicable

Employee's Job Title

Subject: Letter of Confirmation of Employment

Dear Employee's Name

Upon successful completion of your six-month probationary period, commencing on **Start Date**, and based on a positive performance appraisal, we are pleased to confirm your employment. Your **Job Title** position is confirmed, effective **Confirmation Date**. We value your dedication, hard work, and contributions to the **### Cell** and our mission during your probation. We appreciate your commitment to our values and the integration of our team.

With this confirmation, please be reminded of the following:

1. **Continued Terms of Employment:** All other terms and conditions as detailed in your Appointment Letter will remain unchanged, unless otherwise specified in writing.
2. **Entitlement to Full Benefits:** As a confirmed regular employee, you are now fully entitled to all benefits as per our HR Policy, which include, but are not limited to:
  - a) **Staff Fund:** You will be formally enrolled in our contributory Staff Fund scheme, effective from this confirmation date.
  - b) **Leave:** You will continue to be entitled to all leaves, including Annual and Sick Leave, as per your pro-rata entitlement for the year.
3. **Adherence to Policies:** You are expected to continue to adhere to all of our policies and procedures, including the HR Policy, Gender Policy, JEDI Policy, and the Safety & Security Guide. Your commitment to upholding our **Code of Conduct** is essential to our shared workplace culture.
4. **Notice Period:** As a confirmed employee, the notice period for separation, initiated by either party, will be one (1) month, as stipulated in your appointment letter and the HR Policy.

We are confident that you will continue to be a valuable member of our team. We encourage you to actively seek opportunities for professional development and to contribute your ideas to help us strengthen our work.

Congratulations on your confirmation. We wish you a long and successful career with us.

Sincerely,

**Hasan Mehedi**  
Chief Executive



Chairperson  
CLEAN



# Acknowledgement

**Full Name**, acknowledge the receipt of this Letter of Confirmation and have read and understood its contents.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Copy to:

Personnel File

**[Title of Supervisor]**

Finance & Admin Cell

## Organisational Overview

Coastal Livelihood and Environmental Action Network (CLEAN) is a non-profit organisation working toward climate justice, environmental sustainability, financial, gender equity, and livelihood security. Guided by our Justice, Equity, Diversity, and Inclusion framework, we strive to build an inclusive, respectful, and equitable workplace for communities we serve.

## Our Commitment to Inclusion

We are committed to fostering an inclusive and discrimination-free environment for people with diverse gender identities, ethnicities, castes, colours, religions, and abilities. We strongly encourage applications from women, transgender and gender-diverse individuals, indigenous people, and candidates from marginalised groups.

## Position Summary

The **[Position Title]** will support **[core purpose of the role]** - e.g., support and implement **[research, advocacy, finance, etc.]**. The position requires a commitment to gender equity, respectful communication, and upholding our values of justice, transparency, and accountability.

## Key Responsibilities

- 1) Lead **[core purpose of the role]**
- 2) Support **[core purpose of the role]**
- 3) Champion of gender equity and JEDI principles in all assigned tasks
- 4) Promote respectful and inclusive communication within teams and with communities
- 5) Support capacity building, monitoring, and quality evaluation as needed

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Chief Executive  
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## Coastal Livelihood and Environmental Action Network

### Job Description

|                 |   |           |           |             |            |
|-----------------|---|-----------|-----------|-------------|------------|
| Position        | : |           |           |             |            |
| Project/Program | : |           |           |             |            |
| Station         | : |           |           |             |            |
| Type of Job     | : | Full-time | Part-time | Consultancy | Internship |
| Duration        | : | 3 Months  | 6 Months  | 1 Year      | 2 Years    |
| Report to       | : |           |           |             |            |
| Supervise       | : |           |           |             |            |
| Coordinate with | : |           |           |             |            |

#### Organisational Overview

Coastal Livelihood and Environmental Action Network (CLEAN) is a non-profit, rights-based organisation working toward climate justice, environmental sustainability, financial accountability, gender equity, and livelihood security. Guided by our Justice, Equity, Diversity, and Inclusion (JEDI) framework, we strive to build an inclusive, respectful, and equitable workplace that reflects the communities we serve.

#### Our Commitment to Inclusion

We are committed to fostering an inclusive and discrimination-free environment for people of all gender identities, ethnicities, castes, colours, religions, and abilities. We strongly encourage applications from women, transgender and gender-diverse individuals, Indigenous people, people with disabilities, and candidates from marginalised groups.

#### Position Summary

The [Position Title] will support [brief purpose of the role — e.g., programme implementation, research, advocacy, finance, etc.]. The position requires a commitment to gender sensitivity, respectful communication, and upholding our values of justice, transparency, and participatory approaches.

#### Key Responsibilities

- 1) Lead [describe primary functions]
- 2) Support [describe secondary functions]
- 3) Ensure integration of gender equity and JEDI principles in all assigned tasks.
- 4) Promote respectful and inclusive communication within teams and with communities.
- 5) Support capacity building, monitoring, and participatory evaluation as needed.

  
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- 6) Maintain confidentiality and uphold our safeguarding and anti-harassment policies.

### Essential Qualifications

- 1) Completed [required degree] in [relevant subjects].
- 2) Minimum [X] years of experience in [relevant field]
- 3) Demonstrated commitment to gender equality, equity, and inclusion.
- 4) Strong communication skills in Bangla and English.
- 5) Ability to work respectfully with colleagues and communities from diverse backgrounds.

### Desirable Attributes

- 1) Familiarity with international environmental and human rights standards (CEDAW, ILO C190, Paris Agreement, Rio Declaration, UDHR, UNFCCC, etc.)
- 2) Lived experience or prior work with marginalised or gender-diverse communities.
- 3) Understanding of intersectional analysis and unconscious bias.
- 4) Experience in community-led, participatory approaches.

We are committed to maintaining a workplace free from harassment, discrimination, and abuse. We follow a zero-tolerance policy toward sexual harassment, racism, gender-based violence, and other forms of harmful behaviour. All staff must agree to abide by our Code of Conduct, Gender Policy, Human Rights Policy and JEDI Policy.

Hasan Mehedi  
Chief Executive  
CLEAN

Chairperson  
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# Coastal Livelihood and Environmental Action Network

## Job Offer Letter

Reference: CLEAN/HR/OFFER/YYYY/Serial No

Date: / /

To

[Candidate's Full Name]

[Candidate's Full Address]

Subject: Offer of Employment for the Position of [Job Title]

Dear [Candidate's Name]

Following your interview, we're pleased to offer you the position of [Job Title] at CLEAN. Your skills, experience, and passion for environmental justice impressed our team, and you'll be a great asset. This letter summarises the primary terms of our offer. Should you accept, a detailed Appointment Letter and formal employment contract will be prepared for your signature upon joining.

- Job Title:**
- Report to:** You will report to the [job title]
- Duty Station:** Your primary place of work will be our office
- Proposed Start Date:** We would be pleased for you to commence your employment on or around the [Date]. We are happy to discuss a mutually convenient date.
- Remuneration:** Your consolidated monthly gross salary will be BDT 0,000.00 (In words: XXX XXX XXX only). It includes your Basic Salary and all allowances as per our salary structure.
- Probation:** Your probationary period is a maximum of six months, during which your performance and fit will be assessed.
- Key Benefits:** After probation, you'll receive full benefits, including the Contributory Staff Fund, Festival Bonuses, and a comprehensive leave package (Annual and Medical).
- Our Commitment to a Just and Safe Workplace:** Your employment is governed by our HR Policy, including our Gender, JEDI, and Safety & Security policies. These documents, reflecting our commitment to a respectful, equitable, and safe workplace free from harassment and discrimination, will be provided for your review.
- Next Steps:** Please confirm your acceptance of this offer by signing the declaration below and returning a scanned copy of this letter to us via email to xxx@xxx.xxx no later than the [Date].

We look forward to your joining our team and your significant contribution. Please contact us with any questions.

Sincerely,

\_\_\_\_\_  
XXX XXX XXX  
Operations Coordinator

  
Hasan Mehedi  
Chief Executive  
CLEAN

  
Chairperson  
CLEAN



## Acceptance of Offer

I, **[Candidate's Full Name]**, have read and understood the terms of this offer letter and hereby confirm my acceptance of the position of **[Job Title]** at the Coastal Livelihood and Environmental Action Network (CLEAN).

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_ to \_\_\_\_\_  
\_\_\_\_\_ Days  
\_\_\_\_\_ Leave start Date:  
\_\_\_\_\_ Case of Leave:  
\_\_\_\_\_ Address in Leave:  
\_\_\_\_\_ Emergency Contact:  
\_\_\_\_\_ Alternative Staff:  
\_\_\_\_\_ Job Title:  
\_\_\_\_\_ Phone No:  
\_\_\_\_\_ Remarks of the Finance & Admin Team Number of days due to the Applicant: \_\_\_\_\_

Submitted by: \_\_\_\_\_  
Checked by: \_\_\_\_\_  
Approved by: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_

  
Chairperson  
CLEAN

  
Hasan Mehedi  
Chief Executive  
CLEAN



**Coastal Livelihood and Environmental Action Network**  
**Leave Application Form**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Job Title: \_\_\_\_\_ Program: \_\_\_\_\_

**Type of  
Leave:**

Annual Leave

Sick Leave

Wedding Leave

Time in Lieu

Maternal Leave

Paternal Leave

Study Leave

Non-Pay Leave

Leave start Date: \_\_\_\_\_ to \_\_\_\_\_ Days: \_\_\_\_\_

Case of Leave: \_\_\_\_\_

Address in Leave: \_\_\_\_\_

Emergency Contact: (Name) \_\_\_\_\_ Phone No: \_\_\_\_\_

Alternative Staff: \_\_\_\_\_ Job Title: \_\_\_\_\_

**Remarks of the Finance & Admin Team:** Number of days due to the Applicant: \_\_\_\_\_

Submitted by

Checked by

Approved by

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

  
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Chief Executive  
CLEAN

  
Chairperson  
CLEAN



# Coastal Livelihood and Environmental Action Network

## Meeting Minutes Format

### 1. Meeting Details

Meeting Title :

Date :  Time :

Location :

Chair:  Rapporteur :

### 2. Attendance

| SL # | Name | Position | Signature | Justification of Absence |
|------|------|----------|-----------|--------------------------|
|      |      |          |           |                          |
|      |      |          |           |                          |
|      |      |          |           |                          |
|      |      |          |           |                          |
|      |      |          |           |                          |
|      |      |          |           |                          |
|      |      |          |           |                          |

### 3. Agenda and Decisions

| SL # | Agenda                              | Reason for the Agenda | Action Points | Deadlines |
|------|-------------------------------------|-----------------------|---------------|-----------|
| 1.   | Follow-up of the Previous Decisions |                       |               |           |
| 2.   |                                     |                       |               |           |
| 3.   |                                     |                       |               |           |

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Chief Executive  
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Chairperson  
CLEAN



| SL # | Agenda             | Reason for the Agenda | Action Points | Deadlines |
|------|--------------------|-----------------------|---------------|-----------|
| 4.   |                    |                       |               |           |
| 5.   | Any other Business |                       |               |           |

**Minutes Approved By:**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Position: Chair of the Meeting

Date: \_\_\_\_\_

  
**Hasan Mehedi**  
 Chief Executive  
 CLEAN

  
 Chairperson  
 CLEAN



# Coastal Livelihood and Environmental Action Network

## Policy Acknowledgement Form

### Purpose

At the Coastal Livelihood and Environmental Action Network (CLEAN), we are committed to creating a workplace that is fair, safe, respectful, and transparent. Our organisational policies are the foundation of this commitment. This form serves as a formal acknowledgement that you have received, read, and understood the key policies that govern your employment and conduct as a member of our team. **Your signature** on this form confirms your commitment to upholding these principles and procedures.

### Employee Details

**Full Name** :

**Job Title** :  **Project/Cell** :

**Staff ID** :  **Joining Date** :

### Policy Acknowledgement

I hereby acknowledge that I have been provided with access to and have had the opportunity to read and understand the following core organisational policies:

#### Human Resource Policy

I understand that this policy outlines the terms and conditions of my employment, including my rights and responsibilities, as well as the procedures related to all aspects of my career at the organisation, such as recruitment, performance management, leave, benefits, and separation.

#### Finance Policy

I understand this policy governs the responsible management of all organisational funds, and I commit to upholding financial integrity, transparency, and accountability in all financial matters.

#### Gender Policy

I understand the organisation's commitment to gender equity and justice. I agree to contribute to a workplace that is free from gender-based discrimination and to uphold the principles of gender equality in all my professional interactions.

#### Justice, Equity, Diversity, and Inclusion Policy

I understand our organisation's commitment to creating an inclusive environment for all, regardless of identity. I agree to act in a manner that is respectful, non-discriminatory, and supportive of a diverse workplace.

#### Environment Policy

I understand the organisation's commitment to environmental sustainability and agree to follow the practices outlined to minimise our ecological footprint in all organisational activities.

#### Child Protection Policy

  
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Chief Executive  
CLEAN

  
Chairperson  
CLEAN



| SL # | Agenda             | Reason for the Agenda | Action Points | Deadlines |
|------|--------------------|-----------------------|---------------|-----------|
| 4.   |                    |                       |               |           |
| 5.   | Any other Business |                       |               |           |

**Minutes Approved By:**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Position: Chair of the Meeting

Date: \_\_\_\_\_

  
**Hasan Mehedi**  
 Chief Executive  
 CLEAN

  
 Chairperson  
 CLEAN



# Coastal Livelihood and Environmental Action Network

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#### Child Protection Policy

  
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I understand and commit to the organisation's zero-tolerance stance on child labour and child abuse and agree to adhere to all safeguarding procedures to ensure the safety and well-being of children in the communities we serve.

### Safety & Security Guide

I understand that safety and security are a shared responsibility. I commit to familiarising myself with and adhering to the safety and security protocols outlined in this guide, both in the office and during fieldwork, to protect myself, my colleagues, and our community partners.

### Code of Conduct

I understand that this Code outlines the standards of professional and ethical behaviour expected of me as a representative of the organisation. I agree to conduct myself with integrity, respect, and professionalism at all times.

### Policy Acknowledgement

By signing this form, I confirm the following:

1. I have received copies of or have been given access to the policies listed above.
2. I have had the opportunity to read them and ask questions to clarify any points of confusion.
3. I understand that it is my responsibility to abide by these policies as a condition of my employment with the organisation.
4. I understand that a failure to comply with these policies may result in disciplinary action, up to and including the termination of my employment, as detailed in the Human Resource Policy.
5. I agree to review any future updates to these policies as and when they are shared with me.

### Employee Signature

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### For Finance & Admin Cell

Received by: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

*This signed form will be placed in the employee's confidential personnel file.*

Hasan Mehedi  
Chief Executive  
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## Coastal Livelihood and Environmental Action Network

## Monthly Staff Attendance Report

For the Month of: \_\_\_\_\_

Number Working Days in this Month: \_\_\_\_\_

[illegible]

Submitted by

Reviewed by

**Approved by**

Name: \_\_\_\_\_

Name: Operations Coordinator

Name: Chief Executive

Job Title: \_\_\_\_\_

Job Title: \_\_\_\_\_

Job Title: \_\_\_\_\_

Date:      /      /

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Date:     /     /

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# Coastal Livelihood and Environmental Action Network

## Organization Chart

| Executive Committee      |                      |                            |                          |                     |
|--------------------------|----------------------|----------------------------|--------------------------|---------------------|
| Finance & Admin Adviser  | Campaign Adviser     | Networking Adviser         | Policy Adviser           |                     |
| Chief Executive          |                      |                            |                          |                     |
| Operations Coordinator   | Campaign Coordinator | Communications Coordinator | Research Coordinator     |                     |
| Finance & Admin Officers | MEAL Officer         | Campaign Officers          | Communications Officers  | Research Officers   |
| Cash Officer             | Logistics Officer    | Campaign Assistants        | Communication Assistants | Research Assistants |
| Service Staff            | Campaign Interns     | Communications Interns     | Research Interns         |                     |

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# Coastal Livelihood and Environmental Action Network

## Promotion Letter

Ref: CLEAN/HR/PROM/Year/Serial No.

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

To

Employee's Full Name

Current Job Title

**Subject: Letter of Promotion**

Dear [Employee's Name]

On behalf of the organisation, and in recognition of your consistently high performance, dedication, and valuable contributions, we are delighted to inform you of your promotion. Effective from **the Date of Promotion**, you are promoted to the position of **New Job Title**.

This promotion is a testament to your professional growth and the leadership potential you have demonstrated. We have been particularly impressed with your work on **achievement, quality** and your **analytical** skills. We are confident that you will excel in your new role and take on the increased responsibilities with the same level of enthusiasm and excellence. The key changes associated with your promotion are as follows:

### 1. New Role and Responsibilities

In your new capacity, you will be responsible for **###, ### and ###**. A revised Job Description detailing your new duties is attached for your reference.

### 2. Reporting Structure

You will now report directly to **[Supervisor's Name]** and **[Supervisor's Job Title]**.

### 3. Remuneration

Your new position will be Grade and Sub Grade with a monthly gross salary of BDT **00,000.00** (In words: **XXX XXX XXX only**)

We congratulate you on this well-deserved achievement. We are excited to support you in this next phase of your career at our organisation and look forward to your continued contributions to our shared mission.

Please sign the duplicate copy of this letter to acknowledge your acceptance of this promotion and the revised terms.

Sincerely,

**Hasan Mehedi**  
Chief Executive

**Hasan Mehedi**  
Chief Executive  
CLEAN

  
Chairperson  
CLEAN



## Acceptance of Offer

I, **[Candidate's Full Name]**, acknowledge the receipt of this Letter of Promotion. I have read and understood the new role, responsibilities, and revised terms of my employment, and I hereby accept the promotion.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### Attachment

Revised Job Description

### Copy to:

1. Personnel File
2. **[Title of Supervisor]**
3. Finance & Admin Cell

  
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Chief Executive  
CLEAN

  
**Chairperson**  
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# Coastal Livelihood and Environmental Action Network

## Staff Clearance Form

### purpose

This form is a mandatory part of the separation process for all employees leaving the Coastal Livelihood and Environmental Action Network (CLEAN). Its purpose is to ensure a smooth and complete handover of all professional duties, organisational assets, and financial obligations. The successful completion of this form is a prerequisite for the processing and release of the employee's final financial settlement.

### Employee and Separation Details

Employee Full Name:

Job Title:

Cell or Department:

Date of Joining:

Last Working Day:

Reason for Separation:

Resignation

End of Contract

Termination

Retirement

Other

### Instructions

The departing employee is responsible for obtaining signatures from each relevant Cell Coordinator, Team Leader, or supervisor after fulfilling all listed obligations.

### Clearance from Immediate Supervisor

I hereby confirm that the employee named above has satisfactorily completed the handover of all professional duties and responsibilities under my supervision.

| SL# | Handover Item                                                                                                         | Completed                |                          |                          | Supervisor's Remarks |
|-----|-----------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|----------------------|
|     |                                                                                                                       | Yes                      | No                       | N.A.                     |                      |
| 1.  | <b>Handover of Duties &amp; Responsibilities</b><br>(All ongoing tasks and work plans have been formally handed over) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="text"/> |
| 2.  | <b>Handover of Documents</b> (All physical files, reports, and digital documents and data have been transferred)      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="text"/> |
| 3.  | <b>Handover of Key Contacts</b> (All relevant                                                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="text"/> |

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Chief Executive  
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Chapman  
CLEAN



| SL# | Handover Item                                                      | Completed |    |      | Supervisor's Remarks |
|-----|--------------------------------------------------------------------|-----------|----|------|----------------------|
|     |                                                                    | Yes       | No | N.A. |                      |
|     | partner and community contacts and work-specific passwords shared) |           |    |      |                      |

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### For the Finance & Admin Cell

I hereby confirm that the employee has returned all organisational assets and settled all financial matters as listed below.

| SL# | Asset/Item              | Returned                 |                          |                          | Remarks (Condition, Serial, etc.) |
|-----|-------------------------|--------------------------|--------------------------|--------------------------|-----------------------------------|
|     |                         | Yes                      | No                       | N.A.                     |                                   |
| 1.  | Laptop & Charger        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 2.  | Mobile Phone & Charger  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 3.  | Official SIM Card       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 4.  | Office Keys             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 5.  | Official ID Card        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 6.  | Other Equipment         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 7.  | Financial Settlement    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 8.  | Outstanding Travel Bill | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 9.  | Outstanding Advances    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |
| 10. | Any Other Dues          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                                   |

I hereby confirm that all HR-related separation formalities have been completed.

| Topic | Checklist | Yes | No | N.A. |
|-------|-----------|-----|----|------|
|-------|-----------|-----|----|------|

  
**Hasan Mehedi**  
 Chief Executive  
 CLEAN

  
 Person  
 CLEAN



Exit Interview

An Interview has been conducted or formally offered to the employee

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

Final Document

The Experience Certificate request has been processed and is ready to deliver.

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### or the Outgoing Employee

I hereby declare that I have fulfilled all my official duties and responsibilities to the best of my ability. I confirm that I have returned all assets and properties belonging to the Coastal Livelihood and Environmental Action Network (CLEAN) that were in my possession or care.

I understand that my final financial settlement is conditional upon the successful completion and approval of this clearance process.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### or the Chief Executive

All clearance requirements have been met. The Finance & Admin Cell is now authorised to process the final financial settlement for the employee mentioned earlier.

**Hasan Mehedi**

Chief Executive

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

*Completed and approved Staff Clearance form must be filed in the employee's personnel file.*

**Hasan Mehedi**  
Chief Executive  
CLEAN

Chairperson  
CLEAN



# Staff Requisition Form

This form must be completed and approved for all new and replacement positions before any recruitment action can be initiated. It serves as the official request to the SMT and CE. Please attach a draft **Job Description (JD)** with this form.

## For Finance & Admin Cell

Reference: CLEAN/SRF/Cell/[YYYY]/Serial Number

Date Received: \_\_\_\_/\_\_\_\_/\_\_\_\_

Position Filled on: \_\_\_\_/\_\_\_\_/\_\_\_\_

### 1. Position Details

|                             |                                   |                                  |                                   |
|-----------------------------|-----------------------------------|----------------------------------|-----------------------------------|
| 1.1 Position/Job Title :    | <input type="text"/>              | Duration :                       | <input type="text"/>              |
| 1.2 Project/Program: :      | <input type="text"/>              | Funded by :                      | <input type="text"/>              |
| 1.3 Cell/Department: :      | <input type="text"/>              |                                  |                                   |
| 1.4 Type of Employment :    | <input type="text"/> Full-time    | <input type="text"/> Part-time   | <input type="text"/> Contractual  |
| 1.5 Employment Status: :    | <input type="text"/> New Position | <input type="text"/> Replacement | Exit Staff : <input type="text"/> |
| 1.6 Proposed Duty Station : | <input type="text"/> Khulna       | <input type="text"/> Dhaka       | <input type="text"/> Barishal     |
| 1.7 Proposed Joining Date : | <input type="text"/>              | Join at :                        | <input type="text"/>              |
| 1.8 Reporting to :          | <input type="text"/>              | Supervise :                      | <input type="text"/>              |

### 2. Justification

#### 2.1 Justification of the Requirement

(Please explain why this position is essential for the project/department and the organisation at this time. How does it align with our Annual Plan or specific project objectives?)

#### 2.2 Summary of Key Responsibilities

(Briefly list the 3-4 primary functions and responsibilities of this role. It will be elaborated in the Job Description.)

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CLEAN

Signature



### 2.3. Impact of the Absence of this Position

(What would be the direct operational or programmatic consequences if this role remains vacant?)

### 3. Financial Information

|                      |   |            |               |         |   |  |
|----------------------|---|------------|---------------|---------|---|--|
| 3.1 Budget Source    | : | Core Funds | Project Funds | Project | : |  |
| 3.2 Salary Grade     | : | Grade      |               | Step    | : |  |
| 3.3 Proposed Salary  | : | Basic      |               | Total   | : |  |
| 3.4 Funding Duration | : |            | Next Source   | :       |   |  |

### 4. Candidate Specification

This section directly informs the 'Essential' and 'Desirable' criteria in the Job Advertisement and Job Description)

#### 4.1 Qualifications & Experience

|                  |   |  |                   |   |  |
|------------------|---|--|-------------------|---|--|
| Education Level: | : |  | Subject           | : |  |
| Experience       | : |  | Years In Position | : |  |
| Technical Skills | : |  |                   |   |  |

#### 4.2 Desirable Attributes

|                         |   |  |
|-------------------------|---|--|
| Other Skills/Experience | : |  |
| Personal Qualities      | : |  |

#### 4.3 JEDI and Gender Competencies

- ☐ Demonstrated commitment to gender equality and social inclusion.
- ☐ Experience working respectfully with diverse and marginalised communities.

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Chief Executive  
CLEAN

Chairperson  
CLEAN



☐

Excellent communication skills for fostering a collaborative and inclusive team environment.

☐

Other....

## 5. Approval Process

### Requested by

Signature :

Job Title :

### Reviewed by

Signature :

Job Title :

Fin & Admin Coordinator

### Recommended by

Signature :

Job Title :

Operations Coordinator

### Approved by

Signature :

Job Title :

Chief Executive

Once fully approved, please submit this form and the draft Job Description to the Finance & Admin Cell to initiate the formal recruitment process.

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Chief Executive  
CLEAN

Chairperson  
CLEAN



# Coastal Livelihood and Environmental Action Network

## Transfer Letter

Reference: CLEAN/HR/TRN/Year/Serial No.

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

To

Employee's Full Name

Current Job Title

Subject: Letter of Transfer

Dear Employee's Name

Further to our recent discussions regarding the evolving needs of our programmes, this letter formally confirms your transfer within the organisation. We have made this decision based on our strategic requirements and your skills and adaptability. This transfer will not only strengthen our work in the new location but also provide you with a valuable opportunity for professional growth.

The details of your transfer are as follows:

**1. Effective Date**

Your transfer will be effective from **the Date of Transfer**.

**2. New Assignment**

You are being transferred to the position of **New Job Title** based at our **New Duty Station**.

**3. Reporting Structure**

In your new role, you will report directly to **New Supervisor's Name and Title**.

**4. Relocation Support**

To support you in this transition, we will provide relocation assistance following our organisational policy. Please coordinate with the Finance & Admin Cell to discuss the specific arrangements and process.

We greatly appreciate your flexibility and commitment to our common mission. We are here to support you in making this transition as smooth as possible. Please do not hesitate to speak with your current or new supervisor should you have any questions.

We wish you the very best in your new assignment and are confident in your continued success.

Sincerely,

**Hasan Mehedi**  
Chief Executive

  
Hasan Mehedi  
Chief Executive  
CLEAN

  
Chairperson  
CLEAN



# Acknowledgement

I, [Candidate's Full Name], acknowledge the receipt of this Letter of Transfer. I have read and understood the details of my new assignment and agree to the terms outlined in this document.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## Attachment

Revised Job Description

### Copy to:

1. Personnel File
2. [Title of Supervisor]
3. Finance & Admin Cell

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Chief Executive  
CLEAN

Chairperson  
CLEAN