

# Governance Manual

Survivors Nepal  
2017 (2074 BS)



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Drafted by:	Sushil Koirala	Approved by Board on:	December 22, 2017
Responsible person:	Koshish Kumar Arjal	Scheduled review date	December 21, 2018

This Governance manual is an extension of the by-laws of Survivors Nepal. The Manual details the roles and responsibilities of each of the structures in the management of Survivors Nepal and outlines the roles of the Executive Board, Survivors Committees and the Secretariat to ensure that there is coherence in achieving our organisational mission.

First version was endorsed during first general assembly on 28 November 2015 and adopted by the first elected Survivors Board on 31 December 2015

**Policy Statement:**

Survivors will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs. The plan will provide direction for both long and short-term decision-making by the Board and the Secretariat to fulfill the mission of the organisation and make choices among competing demands for service, solutions, facilities, and human resources.

**Vision:**

A Nepal in which everyone has the opportunity to live to their fullest potential and participate in and contribute to all aspects of life with dignity.

**Mission:**

Survivors mission is to foster working solutions to complex social and development problems and implement practical, cost effective community programs that bring meaningful changes to the lives of everyday Nepalese.

**Survivors Nepal Guiding Principles:**

1. Community centric
2. Solution Oriented
3. Value for money
4. Transparent and accountable
5. In Solidarity with the survivors
6. Non-political, non-religious and not for profit

**Survivors Value Statement**

Survivors strives to be an organisation where community centered solutions are designed and implemented in the most cost effective way. Survivors aims to assist communities with well-considered, field-tested and effective programs in response to an identified need driven by community ownership. Survivors will transition into a platform that unites technical experts, volunteers and contributors.

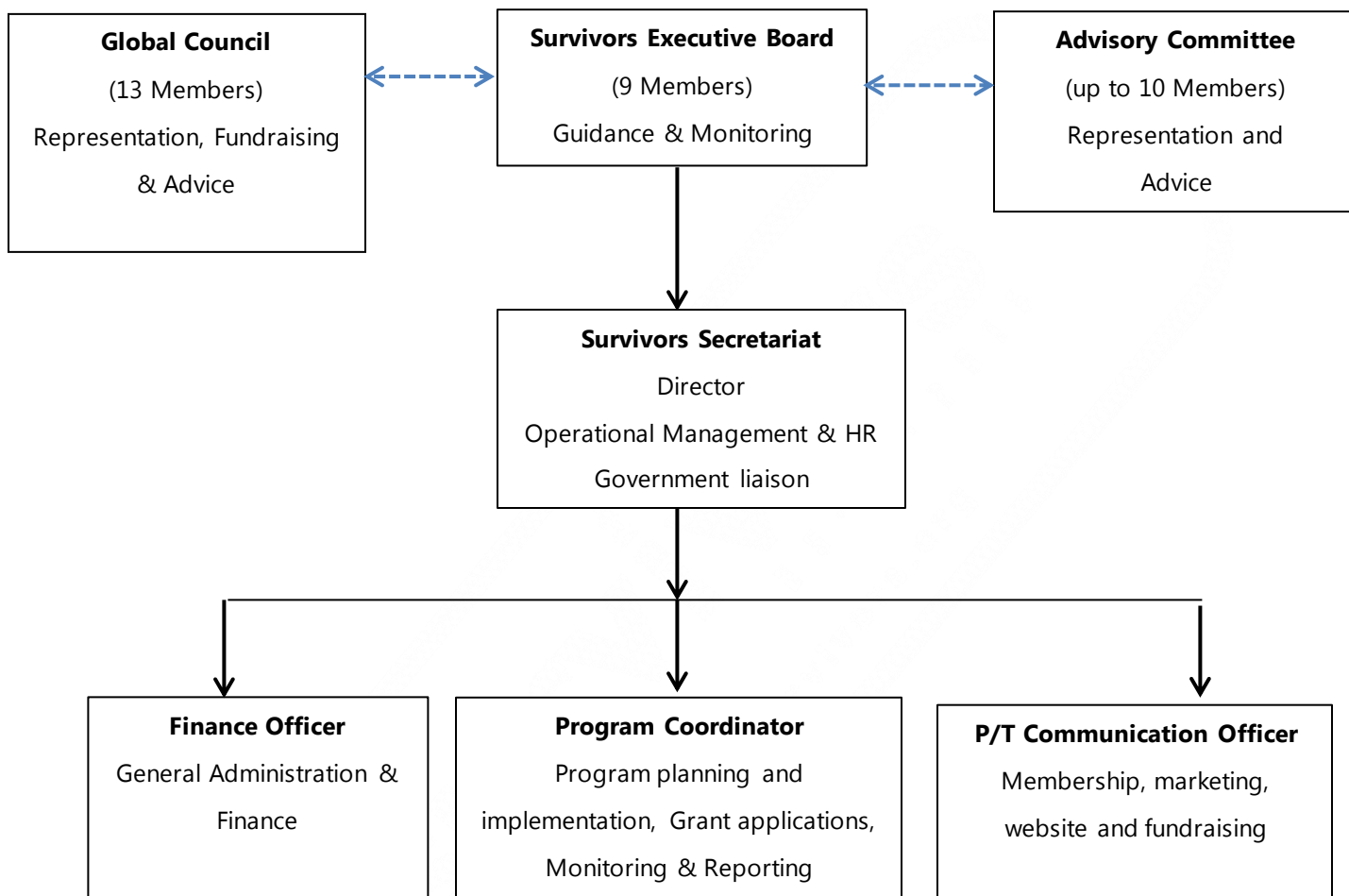
- # Survivors is a non-political, non-religious, and not-for-profit organisation.
- # Survivors is founded on the principle of assisting those who are in need without distinction of race, ethnicity, gender, age, ability or social status
- # Survivors provides well founded, appropriate programs that are solution oriented, cost- effective and sustainable.
- # Survivors operates with a community ownership model, where every assistance it provides is owned by the community. Survivors will make every effort to follow through all assistance to the end user.
- # Survivors will balance the publicity between donor recognition and community rights. It will not engage in any photo-shoot, video, or social media engagement that is deemed as victimizing the community/ies.
- # Survivors is an open organisation, honest, transparent and accountable, undertaking all transactions with integrity.
- # Survivors will not align itself to any organisation, group or individual that engages in anything that it deems offensive to the community or the country.
- # Survivors is committed to respecting, protecting and promoting internationally recognised human rights including civil, political, economic, social and cultural rights, with particular emphasis on gender equality, the protection of children and people with a disability, the rights of minorities, and of vulnerable and marginalised groups;

**Survivors Code of Conduct**

- # Staff of Survivors Nepal will at all times treat all persons with respect and courtesy in accordance with applicable international and national conventions and standards of behavior
- # Staff of Survivors Nepal will never commit any act which could result in physical, sexual or psychological harm to the people of the communities we serve
- # Staff of Survivors will not participate in any staged photo shoot or social media engagement that is offensive to the community and/or risks being viewed as victimizing the community.
- # No staff of Survivors Nepal will condone or participate in corrupt or illegal activities
- # No staff member of Survivors Nepal will abuse his or her position in the delivery of programs, either through withholding assistance or services, or by giving preferential treatment

- # All staff of Survivors Nepal will uphold the highest ethical standards of integrity, accountability and transparency in the delivery of goods and services while executing the responsibilities of his/her position.
- # Staff of Survivors Nepal have the responsibility to report to the management any known or suspected cases of alleged misconduct, illegal activity or child abuse. Strict confidentiality must be maintained.

### Management Structure



\* The number and types of projects and programs dictates the total number of secretariat staff members.

## Organisational governance

- # **The Survivors Executive Board** will be comprised of nine (9) elected members and will be the apex body of the organization. The term of office for Board members will be two (2) years. The engagement by the Executive Board in operational decisions will be transitioned as the Secretariat builds its capacity to function independently. This is planned to be achieved by the 31st December 2017. Meetings of the Executive Board will be held monthly with full written records maintained of all decisions made.
- # An **Annual General Meeting (AGM)** will be held before 31 December each year, open to all members. In cases when an AGM can not be held within a calendar year, an extension can be made for up-to 6 months with a executive committee majority vote.
- # An **Emergency AGM** can be called at any time with 21 days' notice to its members by the President or his/her nominee in emergency circumstances. The emergency AGM can be called at the sole discretion of the President or his/her nominee. A 2/3rd majority of the Executive Board members can also call for an emergency AGM with the consent of the President.
- # **Survivors Secretariat:** The Secretariat will have responsibility for all operational matters at the direction of the board. The Secretariat will be comprised of a full time director, a program/project coordinator, a finance officer, p/t communications officer and specialists as required. Additional staff can be added as project based funding becomes available.
- # **Advisory Committee:** The Advisory Committee will consist of up to ten (10) individuals invited by the Executive Board on the basis of their expertise and profile to assist Survivors by providing advice and guidance. The Executive Committee retains the right to remove and replace any member that is found to be acting against the Survivors code of conduct.
- # **Global Council:** a group of committed individuals who are significant donors to and/or raising funds for Survivors operational costs, will be created. Each member will be endorsed by the Executive Board and is bound by the Survivors code of conduct. The identity of members of the Inner Circle may or may not be public depending on the preference of members. The Inner Circle members will have full access to all program information and financial reports and will perform an advisory role, however they will not have any legal or operational rights or obligations.
- # **Membership of Survivors Nepal:** There are 2 categories of members in Survivors Nepal.
  - 1 **General members:** can be Life members or Annual members.  
By the law of Nepal, only Nepalese citizens can be general members.
  - 2 **Honorary members** are selected by invitation only with the approval of Executive Board and are given to persons of any nationality who support Survivors Nepal. Honorary members do not have voting rights at AGM and are members for life.
  - 3 Survivors will solicit members who represent the true values that Survivors carry. Members will be invitation based and any current member, staff member or executive board members can nominate a new member.
  - 4 All potential members must demonstrate a commitment to serve the mission of the organisation.
  - 5 All membership forms must be reviewed and approved by Executive Board.
  - 6 All General members have voting rights at AGMs and are entitled to access information on the programs, and are invited to volunteer in specific areas when needed
  - 7 Fee for annual membership is 1000 NRs and for life members is 5000 NRs. In the circumstance when the members are unable to pay the fees, the President can waive the membership fees.

## Roles and responsibilities of the Executive Board

In the initial years (2015-2017) The Executive Board has been playing active role in supporting the Secretariat's including management of projects and programs. The role of executive committee will transitioning to only



management oversight as the capacity of the Secretariat develops and will strictly limit to providing guidance and oversight by the end of 2018. The Executive Board will have the following responsibilities:

1. Require all members to regularly attend Board meetings, participate fully in all discussions and contribute their expertise, networks and experience for the benefit of Survivors.
2. Adopt a policy committing the organisation to a mission-driven strategic planning process that includes broad inclusion of organisational leadership to develop and implement the plan
3. Engage in the design and approval of projects to assist the Secretariat to deliver Survivors objectives.
4. Monitor and evaluate the organisation's progress towards a clear and compelling long-term vision, assess progress toward achieving strategic goals and take corrective action as necessary in response to changing conditions
5. Lead the preparation and establishment of operational policies, guidelines and work plans.
6. Formally approve annual strategic plans and budgets and benchmark for success.
7. Fully participate in quarterly progress/review meetings, the annual general meeting and ad hoc meetings as required for strategic planning and others. This could involve up to two hours a month engagement, reviewing documents and having online discussions.
8. Avail itself of developments and information that is within Survivors strategic vision and facilitate engagement. Bring insights from, and help communicate the plan to, key stakeholders.
9. At all times, while engaging with Survivors, Board members will adhere to Survivors code of conduct.

#### **Role of the Advisory Committee:**

The Advisory Committee is a non-binding body of Survivors that will provide advice and support to Survivors Executive Board. Advisory Committee members will:

1. Represent and promote Survivors programs and interests
2. Actively generate support and funds for Survivors activities
3. Provide advice and update on the latest developments within the strategic area of Survivors work.
4. Form a formal organisation and/or informal group to collectively represent the interests of Survivors
5. The level of engagement is expected to be 2-3 hours per month: reviewing documents, participating in Skype calls, answering emails and organizing events.
6. At all times, while engaging with Survivors, members will adhere to Survivors guiding principles and code of conduct

#### **Role of the Global Council:**

The Global Council will act as a non-binding body of Survivors that will function as an advisory body to the Executive Board.

The following roles are expected from the Global Council:

1. Promote Survivors programs and interest in their respective country.
2. Raise support and funds for Survivors
3. Take a keen interest in the design of projects and programs and assist Survivors to understand donor requirements within grounded community needs.
4. Act as a point of contact for Survivors in their respective countries.
5. Provide advice and updates on the latest trends and developments within the strategic area of survivors
6. Organize events, share Survivors work and be a champion to promote Nepal's development.

The Global Council is formed as follows:

1. The individual members can establish a formal organization and or an informal group to collectively represent the interest of Survivors in their respective countries with the prior approval of Survivors Executive Board.
2. Council members are specifically nominated by Survivors Executive committee for the term of 2 years
3. The level of engagement is expected to be 2-3 hours a month inclusive of (not limited to) reviewing documents, participating on Skype calls, answering emails and organizing events.
4. At all times, while engaging with Survivors, the Global Council members and their affiliates are required to adhere to Survivors guiding principles and code of conduct.
5. The first Global Council will have 7 seven members and second Global Council will expand to 13 members.

6. Membership will be specifically nominated by the Executive Board, can be extended on the basis of engagement and can be terminated by mutual consent or unilaterally by Survivors Executive Board.

### **Role of Secretariat**

The Secretariat is responsible for the day-to-day operation of Survivors and the monitoring and evaluation of programs and projects, at the discretion and under the guidance of the Executive Board.

1. Implement Survivors work-plan within the strategic vision of organisation while upholding Survivors code of conduct.
2. Manage Survivors day-to-day operations within a coercion free, harassment free, and discrimination free working environment.
3. Ensure that the Secretariat is fully complying with all Survivors Nepal's policies and procedures including the Financial Policies, Human Resource Policies, Anti-Terrorism, Anti-Bribery and Anti-Corruption Policies and the Code of Conduct.
4. Engage the Board to fully utilize its experience, expertise and knowledge on its program.
5. Foster partnerships and build the organisation's presence in the field of development in Nepal.
6. Represent Survivors in external forums to establish its position and advocate its values and interest.
7. Regularly review progress on the implementation of the strategic plan and provide the Executive Board with a concise, dashboard-style Strategic Performance Report showing progress toward the key goals in the strategic plan. Include the report in board packets/board portal sent out prior to board meetings.
8. Develop and implement appropriate systems, policies and procedures to ensure the effective and efficient running of the Survivors Secretariat.
9. Bring objective analysis and recommendations to the Board for deliberation and decision making
10. Provide the Executive Board with informative, timely and accurate Finance and program monitoring reports

### **Annual plan**

Survivors will develop and adopt annual performance goals and make adjustments to the annual plan in response to changing conditions.

### **Continuous monitoring.**

Survivors will continuously monitor changes in the critical assumptions underpinning the strategic plan as well as the organisation's actual performance in achieving its strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.

### **Communications.**

Survivors will develop a communication plan which addresses how the organisation will promote itself to its stakeholders, the community and donors. All Survivors staff and Executive Board members will be responsible for communicating the strategic plan to key stakeholders and enrolling them in achieving the goals of the plan.

Day to day communications will be managed by the Secretariat with the Director accountable for the image, impression and communication of Survivors programs, activities and conduct. Survivors committee members, volunteers, consultants and staff will adhere to the principles and strategies expressed in the communication plan.