

Governance Manual



CONTENTS

PRELIMINARY	2
PURPOSE OF THE MANUAL.....	2
USERS OF THE MANUAL	2
1. ABOUT DBRC	3
2. MEMBERSHIP AT DBRC	5
3. SELECTION & ELECTION OF MEMBERS.....	8
4. RECRUITMENT PROCESS OF GENERAL BODY & EXECUTIVE COMMITTEE MEMBERS 11	11
5. EXECUTIVE COMMITTEE (BOARD) ORIENTATION PROCESS.....	13
6. EXECUTIVE COMMITTEE (BOARD) EVALUATION PROCESS.....	14
7. CEO EVALUATION PROCESS	15
8. ROLES & RESPONSIBILITIES	16
9. MEETINGS & MINUTES	20
10. FINANCIAL OVERSIGHT FUNCTIONS	25
11. OTHER GUIDELINES	26
12. ANNEXURE 1....SELF EVALUATION FORM OF BOARD MEMBERS AT AN INDIVIDUAL LEVEL.....	29
13. ANNEXURE 2 ...BOARD EVALUATION FORM.....	30-31
14. ANNEXURE 3...CEO EVALUATION.....	32-33
15. ANNEXURE 4...NOTICE FOR EXECUTIVE COMMITTEE MEETING.....	34
16. ANNEXURE 5...SAMPLE AGENDA.....	35-36
17. ANNEXURE 6...SAMPLE ATTENDANCE REGISTER FORMAT.....	37
18. ANNEXURE 7...RELATED PARTY QUESTIONNAIRE DISCLOSURE FORM.....	38

PRELIMINARY

- a) **Name of the Organization** shall be “Dalit Bahujan Resource Centre” also referred to as “DBRC”.
- b) **Address:** - D. No. 4/16-25/6, Amaravati Road, Guntur, Andhra Pradesh
- c) **Working Area:** -Working area of DBRC shall be whole of Guntur.

PURPOSE OF THE MANUAL

The Manual should be read in conjunction with the Bye-laws of DBRC and the subsequent amendments. This does not replace the Bye-laws but translates the provisions of the Bye-laws in a detailed manner to provide holistic guidance for the Governance of the organization.

One of the main objectives of the Governance Manual is to serve as an Operating manual by providing information on composition, structure and processes for managing the Governance of the Organisation.

This manual would also seek to provide proper guidelines to adopt and implement good governance standards in the organization and thereby promote accountability and transparency within and outside the organization.

USERS OF THE MANUAL

By and large, the primary users of this manual would be the Executive Committee members and Management of DBRC. However, the other stakeholders that can use this manual are:

1. Staff
2. Auditors
3. Donors
4. Government Authorities
5. Consultants

Area	Provisions
<p>1.ABOUT DBRC</p> <p>1.1 About the organization</p> <p>1.2 Main objective of DBRC</p> <p>1.3 Governance structure</p>	<p>1. ABOUT DBRC</p> <p>1.1 About the organization</p> <ul style="list-style-type: none"> • Dalitha Srujana Samaikhya was initially registered as a society in the year 1992 under the Societies Registration Act XXI of 1860 vide registration no. 117/92 at Guntur in the state of Andhra Pradesh. Subsequently amendment was made in the name of the society through a special General meeting held on 22.08.2014 as “Dalit Bahujan Resource Centre”. The society has been registered as a non-government; non-political and non-profit making organization which evolved in 1992 as a movement for promotion of livelihood, dignity and self-respect of Dalit Bahujan Communities. • DBRC provides information, knowledge and capacity building to Dalit Bahujan Communities with special insight on women and children and unorganised workers for their social, economical and cultural empowerment. <p>1.2 Main objective of DBRC</p> <p>The main objectives of DBRC are as follows:</p> <ul style="list-style-type: none"> • To enable Dalit Bahujans to actualize their dreams, a new society where Dalit Bahujans will become aware of their rights and entitlements, develop strong social and financial resources and become part of decision-making bodies. <p>1.3 Governance structure</p> <p>In accordance with the Societies Registration Act, DBRC shall have a two-tier Governing structure consisting of General Body and Governing Body. Governing Body may also be referred as ‘Executive Committee’ or Board.</p> <p>The General Body shall be the highest decision-making body of the organization. This shall consist of individuals who would subscribe to the objects of the organization. They shall be known as “General Member” individually and “General Body” collectively. This group has the final responsibility for the organisation.</p>

Area	Provisions
<p>1.ABOUT DBRC</p> <p>1.1 About the organization</p> <p>1.2 Main objective of DBRC</p> <p>1.3 Governance structure</p>	<p>The General Body shall elect amongst themselves a smaller body, which shall be responsible for providing leadership, closer oversight and supervision of the affairs on the organization. This body shall be known as “Governing Body/ Executive Committee/ Board” of DBRC.</p> <p>The primary responsibility of the General Body is to elect the Executive Committee, receive and approve the financial statement and annual activity report as well as appointment of auditor. Further, the responsibility of amendment to the bye-laws also lies with the General Body.</p> <p>There shall be clear separation and clarity between General Body and Executive Committee; thereby two-tier governance structure will be maintained within the organisation.</p>

Area	Provisions
<p>2. MEMBERSHIP AT DBRC</p> <p>2.1. Types of membership</p> <p>2.2. Guidelines for selection of members</p> <p>2.3. Membership fees</p> <p>2.4. Termination of membership</p>	<p>2. MEMBERSHIP AT DBRC</p> <p>2.1 Types of membership</p> <p>Byelaws is silent with regard to the maximum number of members of the General Body of DBRC. Maximum number of members of General Body of DBRC is open. In other words, there is no restriction on the maximum number of General Body members. The membership in DBRC shall be broadly categorized in four types as mentioned in the Bye-laws:</p> <p>a) Ordinary Member: To become an ordinary member of the society, the person should have attained the age over and above 18.</p> <p>b) Associate Member: Associations whose aims, objectives and activities are similar to those of the society can become the member of the society. They can participate in all the activities of the organisation; however, they will not have voting rights.</p> <p>c) Honorary Member: - General Body of DBRC shall also have the provision of selecting members at a special function because of great personality who have dedicated their lives for universal brotherhood, upliftment of weaker sections of the community.</p> <p>d) Permanent Member: Any person who abides by all the aims, objects and rules of the society and any person, who desires at the development and welfare of the society, may become the permanent member of the society on payment of specified amount of donations as prescribed in the Bye-laws of the society.</p> <p>2.2 Guidelines for selection of members</p> <p>In order to ensure that the right kind of people are taken into the organization, the existing members shall exercise abundant caution and thorough verification of the potential candidate. Applications will be received from the person or association interested to admit as a member in the society. The same shall be sponsored by two existing members of the Governing Body who will approve whether the candidates will be admitted as a General Body member.</p>

Area**Provisions****2. MEMBERSHIP AT DBRC****2.1 Types of membership****2.2 Guidelines for selection of members****2.3 Membership fees****2.4 Termination of membership**

While going through the selection process, following criteria should be considered:

- a) **Diversity:** Ensure that the members come from diverse work, ethnicity, and gender background.
- b) **Independence:** Any potential member should be free of any material interest, benefits, and contractual relationship with the organization.
- c) **Sound Profile:** Individuals should have proven track record and without any legal encumbrances.
- d) To obtain membership of DBRC, the individual shall meet all the following criteria: -
 - o *18 years of age and above*
 - o *Have sound mental condition*
 - o *Action has not been taken against him/her under any manipulation or corruption cases*
 - o *Maximum age limits 75*
- e) The membership eligibility inter-alia shall be guided as per the point number 5 of the DBRC Bye laws.
- f) They should not be member of any political party.

2.3 Membership fees

All the members barring the Honorary members shall pay an Annual subscription fees as mentioned in the Amendments to the Bye-laws made on 20.05.2013. The rate of subscription can be revised by the General Body of the society according to the financial position of the society.

2.4 Termination of membership

In the following circumstances, the membership of DBRC will be terminated:

- a) Non-compliance with the aims and objectives of the society
- b) Non-payment of membership fees

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Area	Provisions
<p>3. SELECTION & ELECTION OF MEMBERS</p> <p>3.1. Executive Committee</p> <p>3.2. Office bearers</p> <p>3.3. Nomination Committee</p> <p>3.4. Management Committee</p> <p>3.5. Advisory Committee</p> <p>3.6. Any Other Committee</p>	<p>3. SELECTION & ELECTION OF MEMBERS</p> <p>3.1 Executive Committee / Governing Body</p> <p>The General Body shall elect amongst themselves an “Executive Committee” consisting of 7 members. The number of members in Executive Committee shall not be more than 7 or less than 7, that should be exactly equals to seven. At least 1/3 rd women representation should be present in the Executive Committee. Every such Executive Committee shall be elected for a term of three years. All the Executive Committee members shall be eligible for re-appointment/ re-election after completion of two terms. (Here Terms means 3 years). Any Executive Committee members who completed two consecutive terms i.e. 6 years shall have to take a break of at least one term i.e. three years.</p> <p>Out of seven Executive Committee members, General Body should retain three members for the next term and elect another four members. After the completion of second term the first three members will take a break of one term i.e. three years.</p> <p>The Executive Secretary, also being the Chief Executive Officer of the organization would be ex-officio member and will continue to hold the membership till he/she holds the position of Chief Executive Officer.</p> <p>3.2 Office bearers</p> <p>General Body will nominate the Office Bearers of the Committee out of the elected Executive Committee members.</p> <p>At DBRC, the Office Bearers position shall consist of the following:</p> <ul style="list-style-type: none"> ○ President ○ Vice- President ○ Executive Secretary ○ Joint Secretary ○ Treasurer

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Area

Provisions

3. SELECTION & ELECTION OF MEMBERS

- 3.1. Executive Committee
- 3.2. Office bearers
- 3.3. Nomination Committee
- 3.4. Management Committee**
- 3.5. Advisory Committee**
- 3.6. Any Other Committee**

organisation. All the policies shall be prepared by the Management Committee and it shall be placed before the Executive Committee for their approval.

3.5 Advisory Committee

The Executive Committee may nominate a person to prepare a list of members who all are interested, who can provide enough time and the experts from the diversified fields as the members of the Advisory Committee. On the basis of the lists, Advisory Committee will be formed after considering up to a maximum of 5 members.

3.6 Any other Committee

Any other Committee formed within the organisation should be approved by the Executive Committee. The purpose, roles and responsibilities of the Committee should be defined.

Area

Provisions

**4. RECRUITMENT
PROCESS OF
GENERAL
BODY &
EXECUTIVE
COMMITTEE
MEMBERS**

4. RECRUITMENT PROCESS OF GENERAL BODY & EXECUTIVE COMMITTEE MEMBERS

Sl. No.	General Body	Executive Committee
1.	The persons who subscribe to the vision and mission of the organization along with specific skills and expertise shall be taken into consideration.	Executive Committee shall be elected out of the members of General Body.
2.	The Nomination Committee through the Executive Committee shall recommend to the General Body the identified or potential members to be elected. The General Body shall then make final decision with regard to the appointment of new members.	
3	<p>Diversity: The members shall ensure that the persons elected are from diverse backgrounds, thus ensuring diversity within the organization. Members from diverse background states, that the General Body consist of people/members from different fields. An illustrative list is given below:</p> <ul style="list-style-type: none"> ✓ Programmatic ✓ Human Resource ✓ Finance ✓ Legal 	<p>Specific positions should be created in the Executive Committee and the vacancies should be filled in accordingly. Positions at DBRC would be as follows: -</p> <ul style="list-style-type: none"> ○ President ○ Vice- President ○ Executive Secretary ○ Joint Secretary ○ Treasurer

Area	Provisions	
4. RECRUITMENT PROCESS OF GENERAL BODY & EXECUTIVE COMMITTEE MEMBERS		<ul style="list-style-type: none"> ✓ Communication ✓ Academics ✓ Child Protection & Child Rights ✓ Any other field as may be suitable based on the organization's nature of work
	4.	Continuity & Change: As per the constitution, the General Body members may or may not have a specific tenure.
		The organization shall have a Rotation policy for Executive Committee members as mentioned in Point no. 3.1.

Area

Provisions

5. EXECUTIVE COMMITTEE (BOARD) ORIENTATION PROCESS

5. EXECUTIVE COMMITTEE (BOARD) ORIENTATION PROCESS

After election of the Executive Committee members, it is important to orient them about the organization and the responsibilities of the member. Initially following relevant materials shall be provided to the newly inducted Executive Committee member:

- Bye laws of the organization
- Note on vision, mission and values of the organization
- Recent Annual Report
- Recent Audited Financial Report
- Overall working budget
- Names of the subcommittees
- Policy, if any
- Recent minutes of the meetings of the Executive Committee
- Profile of the fellow Executive Committee members

Within first 6 months of being on the board, the new member should be encouraged to undertake a field visit to further understand the core of the programmatic activities of the organization.

Area

Provisions

6. EXECUTIVE COMMITTEE (BOARD) EVALUATION PROCESS

6. EXECUTIVE COMMITTEE (BOARD) EVALUATION PROCESS

Board Evaluation process shall be done at the completion of one term i.e. three years.

Evaluation shall be done taking into account the following points:

- Reviewing the past performance of the Board as a whole and of individual Board members
- Examine what has changed in the external environment that shapes the work of the NPO and the Board – for example; Are there new risks that threaten the NPO, like change in legal framework, resource crunch, etc?
- Looking at what can be done to improve the way the Board functions and conducts meetings
- Making future plans based on realistic assessment of what has happened in the past

The Board Evaluation may take place at two levels. At the first level, it can be at the Board members’ effectiveness, at an individual level. A self-assessment form may be used for evaluation of Board members at an individual level. A sample self-assessment form is attached in **Annexure-1**.

At the second level, it is the evaluation of the Board as a corporate body. A sample Board Evaluation form is attached as **Annexure- 2**.

Area**Provisions****7. CEO EVALUATION PROCESS****7. CEO EVALUATION PROCESS**

Two-person committee shall be formed out of General Body who will define the indicators of evaluation of CEO. The indicators will be set considering the below mentioned points:

- Streamlining of the organisation
- Filling linkages and collaborations with donors and other organisations
- Administration
- Organisational overall growth
- Mapping of visibility and collaboration
- Transparency and Accountability

A sample CEO Evaluation form is attached in an **Annexure- 3**.

Area	Provisions
<p>8. ROLES & RESPONSIBILITIES</p> <p>8.1 General Body</p> <p>8.2 Executive Committee</p> <p>8.3 Office bearers</p> <p>8.4 Ordinary members</p> <p>8.5 Chief Executive Officer</p>	<p>8. ROLES & RESPONSIBILITIES</p> <p>8.1 General body</p> <p>The General Body shall be the final point of reference for the Management of DBRC. The Executive Committee shall derive the authority from the General Body and will be held responsible for managing the day-to-day affairs of DBRC.</p> <p>The primary responsibilities of the General Body are as follows: -</p> <div style="border: 1px solid black; padding: 10px;"> <ul style="list-style-type: none"> ○ To elect the members of Executive Committee, as per the procedure laid down in the manual. ○ Review and approve the financial statement submitted by the Executive Committee ○ Review the Annual activity report ○ Approve the Statutory Auditor of the organisation ○ Approve the recommended amendments in the constitution of DBRC. ○ Review and approve the previous meeting minutes and its resolutions. ○ Provide guidelines to the Executive Committee, so that action is taken based on the resolutions passed. ○ Conduct election of “Executive Committee”, as per the constitution of the organisation. ○ Review the performance of the Executive Committee and provide guidelines if required. </div> <p>8.2 Executive Committee</p> <p>The primary responsibilities of the Executive Committee are as follows: -</p> <div style="border: 1px solid black; padding: 10px;"> <ul style="list-style-type: none"> ● Issue notice/invitation to the General Body members 15 days prior to the Annual General Meeting. In case of emergency, notice period may be 5 days. ● To facilitate Annual General Meetings ● The Chairman through the Executive Secretary shall call for the Executive Committee and General Body Meeting. </div>

Area	Provisions
<p>8. ROLES & RESPONSIBILITIES</p> <p>8.1 General Body</p> <p>8.2 Executive Committee</p> <p>8.3 Office bearers</p> <p>8.4 Ordinary members</p> <p>8.5 Chief Executive Officer</p>	<ul style="list-style-type: none"> • Submit financial statement to the General Body • Submit the Annual activity report to the General Body • Preserving the organization’s assets and managing Income and Expenses. • To propose Statutory Auditor to the General Body • Issue appointment letter to the Auditor every year on behalf of the General Body • Selection of staffs, allocation of roles & responsibilities and supervision of staff as per the set guidelines / policies. • Implement the decisions made by the General Body. • The Executive Committee shall provide supervision and guidance to DBRC management. • Form the sub-committees with appropriate personnel and designate the duties as required <p>8.3 Office bearers</p> <p>8.3.1 President</p> <p>The President will chair the Executive Committee meeting and Annual General Meeting (AGM). He / She shall be responsible for conducting Executive Committee Meeting and shall chair the meetings. The President shall also set the agenda for the meetings. He/She shall operate Bank Account(s) jointly with Executive Secretary and Treasurer of DBRC.</p> <p>8.3.2 Vice- President</p> <p>In the absence of President, the Vice-President shall perform the roles of President. In case of operation of bank account(s), DBRC should submit the resolution to the respective bank account (s) that President has authorised Vice-President to operate the bank account(s) in his absence. The Executive Committee should authorise Vice-president to operate the bank account in absence of President.</p>

Area	Provisions
<p>8. ROLES & RESPONSIBILITIES</p> <p>8.1 General Body</p> <p>8.2 Executive Committee</p> <p>8.3 Office bearers</p> <p>8.4 Ordinary members</p> <p>8.5 Chief Executive Officer</p>	<p style="text-align: center;">8.3.3 Executive Secretary</p> <p>Executive Secretary will be the Chief Functionary of the organisation and is responsible for the day-to-day affairs of the organisation. He/ She shall take accurate minutes (or reviews minutes taken by staff) of Executive Committee meetings, keeper of bylaws, policy statements and correspondence. He shall maintain database and contact information of current Executive Committee members.</p> <p>He / She shall also be the spokesperson for the organization to the public; shall be the signing authority on legal and financial documents and he will call the Executive Committee and Annual General Body Meeting with the consultation of the president.</p> <p style="text-align: center;">8.3.4 Joint Secretary</p> <p>In the absence of Executive Secretary, the Joint Secretary shall be responsible for performing the role of Executive Secretary.</p> <p style="text-align: center;">8.3.5 Treasurer</p> <p>Treasurer shall be responsible for reporting on the funds, budget and expenditures of the organization and shall be one of the signing authorities on financial documents. He/ She will be responsible for verification of fund request and Financial Statements. The quarterly Financial Statements will be prepared by the Finance Manager and cross-verified by the Treasurer. Financial issues should be addressed in the Executive Committee meeting and General Body meeting with the support of the Finance Manager. He/she shall operate the bank account jointly with the President and Executive Secretary.</p> <p>8.4 Ordinary Members</p> <p>Ordinary Members shall provide full support to the President and Executive Secretary/ Chief Executive Officer for executing their organizational activities and be part of decision-making process at the governance level.</p>

Area

Provisions

8. ROLES & RESPONSIBILITIES

8.1 General Body

8.2 Executive Committee

8.3 Office bearers

8.4 Ordinary members

8.5 Chief Executive Officer

8.5 Chief Executive Officer

The Executive Secretary of the Executive Committee shall also be the Chief Executive Officer (CEO) of the organization. Within the framework of the powers conferred upon the Executive Committee, the Executive Committee shall be responsible for defining the roles and responsibilities of the CEO of the organization. CEO shall be the Executive head of the organization for all practical purposes and shall be responsible for implementing the decisions made by the Executive Committee, accomplishment of the objectives of the organization and managing day-to-day operations of the organization. The CEO, in the capacity of the Executive Secretary of the Executive Committee, shall provide necessary linkage between the Executive Committee and the Management and shall remain accountable to the Executive Committee.

The CEO shall appoint the staff of DBRC and fix their salaries in consultation with the President of DBRC. Such action will be submitted to the Executive Committee for its approval.

The CEO shall receive a sum as may be determined by the Executive Committee by way of remuneration for services she/ he may render to the organization.

CEO may be removed by decision of the majority of members of General Body. The CEO may remove any staff after consultation with the Executive Committee, but any such removal shall be without prejudice to the contractual rights.

Each staff of the organization other than the CEO, shall be appointed by the CEO based on the vacant positions and duration.

Area	Provisions
<p>9. MEETINGS & MINUTES</p> <p>9.1 Annual General Meeting</p> <p>9.2 Executive Committee meeting</p> <p>9.3 Extra Ordinary/Special General Meeting</p> <p>9.4 Notice</p> <p>9.5 Agenda</p> <p>9.6 Minutes & records of meetings</p> <p>9.7 Resolution</p> <p>9.8 Quorum</p> <p>9.9 Proxy</p>	<p>9. MEETINGS & MINUTES</p> <p>9.1 Annual General Meeting</p> <p>The Annual General Meeting shall take place at least once in a year and not later than six months after the end of each financial year. Notice for Annual General meeting must meet the following requirements, set by the Constitution:</p> <ul style="list-style-type: none"> ○ At least 15 clear days’ notice. In case of emergency, notice period may be 5 days ○ Specification of the place, date and time of the meeting <p>9.2 Executive Committee meeting</p> <p>The Executive Committee shall meet at least once in every quarter. Such meetings shall be called by notice under the signature of the Chief Executive Officer (CEO)/ Executive Secretary.</p> <p>This meeting shall be called upon by giving notice of 7 working days prior to the meeting. In case of emergency, notice may be send before 3 days. In this meeting, the previous decisions will be reviewed and various decisions relating to program and administrative issues will be taken.</p> <p>Members of the Executive Committee shall not be paid any fees for attending any meeting of the Executive Committee, but they shall be reimbursed their out-of-pocket expenses for attending any meeting of the Executive Committee, including lodging, boarding and traveling expenses.</p> <p>9.3 Extra-Ordinary/Special Meetings of General body</p> <p>In any situation of emergency, Special Meetings of Executive Committee can be called with a notice of 24 hours and special General Body Meeting can be called with a notice of 72 hours. The President/ Executive Secretary may</p>

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Area	Provisions
<p>9. MEETINGS & MINUTES</p> <p>9.1 Annual General Meeting</p> <p>9.2 Executive Committee meeting</p> <p>9.3 Extra Ordinary/Special General Meeting</p> <p>9.4 Notice</p> <p>9.5 Agenda</p> <p>9.6 Minutes & records of meetings</p> <p>9.7 Resolution</p> <p>9.8 Quorum</p> <p>9.9 Proxy</p>	<p>9.5 Agenda of the meetings</p> <p>Agenda is a schedule of items to be discussed/ decided in an Executive Committee meeting. An agenda helps in planning the meeting more efficiently, take the right decisions and stick to time.</p> <p>The agenda has to be pre-planned with the key decisions to be taken, the relevant papers to be distributed and any other background material to be circulated beforehand along with notice of the meeting.</p> <p>The agenda should include broadly the following sections:</p> <ul style="list-style-type: none"> ○ Welcome & adoption of the agenda ○ Review of previous meeting & decisions ○ Programme ○ Financial ○ Organizational ○ Any other matter <p>A sample Agenda is attached as <i>Annexure 5</i>.</p> <p>9.6 Minutes and Records of meetings</p> <p>Minutes are the records of the proceedings and resolutions of a meeting. They are a legal document and can be enforced and even produced in the court of law as evidence.</p> <ol style="list-style-type: none"> a) Separate minutes and records shall be maintained for the General Body and the Executive Committee. b) The Executive Committee Meeting minutes shall be properly recorded with clear identification of agenda and discussion points. For example, <ul style="list-style-type: none"> ○ Venue/Date of Meeting ○ Notice Issued ○ List of the Participants ○ Agenda of the Meeting <ul style="list-style-type: none"> ✓ Approval on the previous minutes ✓ Discussion on previous resolution ✓ Discussion on new project proposals ○ Signature of the Participants (in the attendance register)

Area	Provisions
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9. MEETINGS & MINUTES

9.1 Annual General Meeting

9.2 Executive Committee meeting

9.3 Extra Ordinary/Special

General Meeting

9.4 Notice

9.5 Agenda

9.6 Minutes & records of meetings

9.7 Resolution

9.8 Quorum

9.9 Proxy

- c) An attendance register is a register to record attendance of the members. This is maintained in a separate register.
- d) In case a member is not present; leave of absence shall be granted and recorded as such in the register, a sample attendance register is attached as *Annexure -6*.
- e) The minutes should correspond to the agenda and discussion under each agenda item should be recorded.
- f) In the decision , it should be mentioned if it was an unanimous decision or by majority. In case it was by majority , the opinion of the dissenting voices should also be recorded.
- g) Further, resolutions passed by the Executive Committee shall be marked clearly.
- h) The resolutions shall be serially numbered. This will help in easy identification and tracking of decisions made by the Executive Committee for future reference and review.
- i) Also, the minutes shall be signed by the President and the Executive Secretary, once it is adopted and passed by the Executive Committee in the subsequent Executive Committee meeting.

9.7 Resolution

All decisions should be passed through resolutions. After the discussions, it must be mentioned in the minutes that “It was resolved that”

Resolution by circulation-

In between two Executive Committee meetings, if a decision is required to be made, then a resolution can be passed by circulation. The resolution should be ordinary resolution and can be passed by a simple majority. However, all the resolutions by circulation have to be ratified in the subsequent Executive Committee meeting. Examples of a resolution by circulation is, change of signatory of a bank account etc.

Area

Provisions

9. MEETINGS & MINUTES

9.1 Annual General Meeting

9.2 Executive Committee meeting

9.3 Extra Ordinary/Special General Meeting

9.4 Notice

9.5 Agenda

9.6 Minutes & records of meetings

9.7 Resolution

9.8 Quorum

9.9 Proxy

9.8 Quorum

- a) Quorum is a threshold limit of members required for conducting a valid meeting.
- b) The Quorum for Annual General Meeting shall be 2/3 rd of the total number of members as prescribed in the bye laws of the organization and Quorum for the Executive Committee meeting shall be 4 out of 7 members.
- c) No business shall be transacted unless quorum is met in the meeting.

9.9 Proxy

- a) Since Executive Committee meetings have individuals as members and their expertise is critical for the meetings as a good practice DBRC shall not have the provision of proxy for Executive Committee meetings.

Area	Provisions
<p>10. FINANCIAL OVERSIGHT FUNCTIONS</p> <p>10.1 Funds</p> <p>10.2 Operation of bank accounts</p> <p>10.3 Audits</p>	<p>10. FINANCIAL OVERSIGHT FUNCTIONS</p> <p>The Executive Committee of DBRC, shall keep Financial Oversight on the following areas: -</p> <p>10.1 Funds</p> <p>The funds of DBRC shall consist of the following;</p> <ul style="list-style-type: none"> a) Membership fees and entrance fee; b) Donation and contribution from other sources; c) Grants from Government or any other agencies; d) Income from investments; e) Income and receipts from other sources. <p>10.2 Operation of bank accounts</p> <p>All the bank accounts of the organisation shall be opened in the name of “Dalit Bahujan Resource Centre ”. The bank accounts of DBRC shall be jointly operated. The authorize signatories for the banking transaction would be any two out of the following: -</p> <ul style="list-style-type: none"> a) President b) Executive Secretary c) Treasurer <p>10.3 Audits</p> <p>The accounts of the organization shall be audited by a Chartered Accountant firm. The audit report shall be submitted to the General Body, Executive Committee, Local Authority, Registrar of Societies and other relevant agencies.</p>

Area	Provisions
<p>11.OTHER GUIDELINES</p> <p>11.1 Conflict of Interest</p> <p>11.2 Seal & Symbol of organization</p> <p>11.3 Amendment of Constitution</p> <p>11.4 Making of policy documents</p> <p>11.5 Maintaining of confidential matters</p> <p>11.6 Winding Up</p>	<p>11. OTHER GUIDELINES</p> <p>11.1 Guidelines on Conflict of Interest</p> <p>It should be ensured that any conflict of interest in DBRC shall be properly dealt with.</p> <p><u>Applicability</u></p> <p>Issues related to conflict of interest shall be applicable to: -</p> <ul style="list-style-type: none"> • General Body Members • Executive Committee members • Staff of DBRC • Vendors & Consultants <p>The issues which may be regarded as “Conflict of Interest” are as under: -</p> <ul style="list-style-type: none"> • Appointment of relatives in the Executive Committee or Senior Management • Payment of fees and remuneration • Directorship or management position in other NGOs • Providing consultancies in personal capacities • Having commercial interest in any decision or resolution <p>The interested person who is liable for conflict of interest should declare for such prevailing interest. The interested person should not participate in the decision making and voting process for the particular resolution. An annual declaration of such interest should be placed in the Annual General Meeting. The specific format for conflict of interest declaration has been provided as <i>Annexure 7</i>.</p> <p>11.2 Seal & symbol of the organization</p> <p>The organization shall have a separate seal, which shall not match with that of other registered organization. In case it is matching with that of other registered organisation then the Executive Committee may amend the same.</p>

Area	Provisions
<p>11.OTHER GUIDELINES</p> <p>11.1 Conflict of Interest</p> <p>11.2 Seal & Symbol of organization</p> <p>11.3 Amendment of Constitution</p> <p>11.4 Making of policy documents</p> <p>11.5 Maintaining of confidential matters</p> <p>11.6 Winding Up</p>	<p>11.3 Amendment of constitution</p> <p>The Executive Committee shall propose in the General Meeting, a proposal of any amendment under any section or sub-section of the constitution according to Society Registration Act or prevailing act. If the proposed amendments are passed by simple majority i.e. 17/2 +1 of the total General Body members, then such amended constitution will come into force after receiving permission from the Local Authority.</p> <p>11.4 Making of policy documents</p> <p>DBRC shall develop policy documents to manage day to day operations. The policies of DBRC shall be developed by the Management Committee and then approved by the Executive Committee.</p> <p>The policies of the organization may be altered by passing in the Executive Committee meeting by majority of the Executive Committee members.</p> <p>11.5 Maintaining of confidential matters</p> <p>No Office bearer or member shall act against the organization and also not disclose any confidential matters of the organization.</p> <p>11.6 Winding up</p> <p>On winding up or dissolution of the organization, the debts and liabilities of any property whatsoever, the same shall not be paid to, or distributed among the members of the organization. It shall be handed over to any institution engaged in similar work, as may be decided by the General Body.</p>

SELF-EVALUATION FORM OF BOARD MEMBERS AT AN INDIVIDUAL LEVEL

Sl. No.	Particulars	Yes	No
1.	I have attended all Board/Society meetings.		
2.	I have prepared myself well before attending meetings.		
3.	I have attended the Sub-Committee meetings of the Board where I have been invited to serve.		
4.	I have the required knowledge of the organization's core activities and objectives.		
5.	I have contributed to the organization by:		
	1) Serving in Committees		
	2) Raising resources		
	3) Promoting the organization at various forums		
	4) Visited project areas		
	5) Providing technical inputs in my area of expertise		
6.	I have actively participated in meetings.		
7.	I have been a part of policy making in the organization.		

Section A

BOARD EVALUATION FORM

Sl. No.	Particulars	5 Very High	4 High	3 Moderate	2 Poor	1 Very Poor
1.	Board understands its roles and responsibilities.					
2.	Board members have in depth understanding of mission and purpose of the organization.					
3.	Structure of the Board (Office bearers, Committees, Senior Staff) is clear.					
4.	All policy level decisions are taken by the Board.					
5.	Board monitors program and Budgets periodically.					
6.	Board is involved in resource mobilization.					
7.	Board represents the organization at various forums.					
8.	Board meetings agenda is structured around strategic and organizational issues.					
9.	Board evaluates the performance of Executive Director.					
10.	All necessary skills and diversity are represented in the Board.					

Section B

Please list three to five points on which you believe the Board should focus its attention in the coming year. Please be specific.

- 1. _____

- 2. _____

- 3. _____

- 4. _____

- 5. _____

INTERPRETING RESULTS

Score	Interpretation	Action Taken
40 and More	Highly Effective	Well Done. Keep it up
30 to 40	Effective	Can still do better
20 to 30	Average	Identify areas to work further
Below 20	Poor	Require serious intervention

CEO EVALUATION

Annexure 3

SELF ASSESSMENT FORM

PART (A)

S.NO	Key Result Areas	Key Activities This includes the specific responsibilities assigned to the CEO <i>To be filled by the Board</i>	Key Result Indicators This includes the indicators to measure the performance <i>To be filled by the Board</i>	Achievements To be filled by the CEO
1.	Compliance to the Board Requirement			
2.	Strategic Planning and Management			
3.	Personnel Quality Development- Self and Staff			
4.	Resource Mobilization- Knowledge, negotiation and direction and new initiatives			
5.	Linkages external and face in the larger society			
6.	Standards Setting			
7.	Linkages between various departments and units			

PART (B)

1. What are the primary objectives and responsibilities of your position as chief executive, as you understand them?

2. What have been your major accomplishments of the last year?

3. What difficulties did you have in achieving your job expectations and objectives over the last year? What prevented you from achieving these goals?

4. In what ways could the board better support you in your work?

5. What are your short-term personal development goals for the next year? How do you plan on achieving them?

6. Any Other, Kindly Specify

Sample Agenda

S. no	Table of contents	Time	Discussion led by	Agenda notes	Outcomes
1.	Welcome & Adoption of agenda	9:00 to 9:45			
	1.1. Welcome	9:00-9:30	President		The members are given welcome
	1.2 Adoption of agenda	9:30 – 9:45	President		Agenda is adopted
2.	Review of previous meeting & decisions	9:45- 10:15			
	2.1 Confirmation of minutes of the previous meeting	9:45-9:50	Executive Secretary/President	Minutes of previous meeting	Minutes are confirmed
	2.2 Matters arising from the minutes	9:50-10:15	Executive Secretary/President	Action taken report	Implementation of previous decisions are reviewed
3.	Programme	10:15-12:00			
	3.1 Update on programme	10:15-11:15	Program Head /Staff team	Activity report	Activity report approved
	3.2 Strategic issues if any	11:15- 12:00	Director/Program Head / Executive Secretary	Note on strategic issues	Decision/Resolution to be taken
4.	Financial	12:00-1:00			
	4.1 Adoption of audited financial statement for the year.....	12:00-12:30	Treasurer/Finance Head	Audited Financial Statements	Financial Statements Adopted
	4.2 Financial report for the quarter (includes budget variance analysis)	12:30-1:00	Finance Head/Executive Director	Budget variance analysis for 1 st Quarter	The board is updated
5.	Organizational	1:00-1:30			
	5.1 Policies- any policy to be approved		Executive Secretary	Relevant policy	Policies are approved for implementation & resolutions taken
	5.2 Change of signatory in bank a/c		Executive Secretary	Draft resolution	Resolution are passed
	5.3 Staff matters				
	5.3.1 Key changes		H R Head	Note on staff issues	Board is updated

	5.3.2 Staff appraisals		H R Head		
6.	Any other matter				

Sample Attendance Register Format

Attendance record of meeting of the Governing Executive Committee of “Dalit Bahujan Resource Centre” held on.....place

Name	Designation
-------------	--------------------

Signature

Members:

- 1.
- 2.
- 3.
- 4.
- 5.

Ex-Officio Member

- 1.
- 2.

Invitees

- 1.
- 2.

In-attendance

- 1.
- 2.

Related Party Questionnaire Disclosure Form

- 1) Do you or any related party of yours have any material interest, direct or indirect, in any transaction (complete or pending).
- 2) Are you or any related party of yours indebted to DBRC at any time during your tenure with the organization? Please exclude amounts due for purchases on usual trade terms and for ordinary travel and expense advances.
- 3) If you have ownership or management control of another entity which could significantly affect the operating results or financial position of DBRC, please indicate the nature of the relationship.
- 4) Please list all companies, partnerships, associations, or other organizations of which you or a related person are a director, trustee, partner, or member
- 5) Please list all companies, partnerships, associations, or other organizations of which you or a related person as an officer or employee.

The answers to the foregoing questions are correctly stated to the best of my knowledge and belief.

I. Definitions for Purposes of This Questionnaire

- a) **Related Person:** A related person means the same as defined in the Societies Registration Act,1860.
- b) **Control:** Means possession, direct or indirect, of the power to direct or cause the direction of the management and policies of a specified party whether through ownership, by contract, or otherwise.
- c) **Management:** Means any person(s) having responsibility for achieving the objectives of the organization and the concomitant authority to establish the policies and make the decisions by which such objectives are to be pursued. It would normally include members of the Executive Committee, the Chairman/ President, Executive Secretary, Treasurer and Vice President in charge of an organization and other individual persons who perform similar policymaking functions.
- d) **Disclosure:** Means disclosure by the concerned person who has a conflicting interest of: -
 - The existence and nature of conflicting interest, and
 - All facts known to the concede person respecting the subject matter of the transaction that an ordinarily prudent person would reasonably believe to be material to a judgment as to whether or not to proceed with the transaction.
- e) **Ownership:** Means beneficial ownership of a company, including, but not limited to, warrants, debentures, and other convertible securities.

