



REEDS GOVERNANCE POLICY 2024

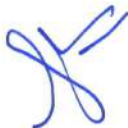


RURAL EDUCATION & ECONOMIC DEVELOPMENT SOCIETY
REEDS-PAKISTAN

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1-Introduction:- "Solidarity Building towards Sustainable Rural Development"

Rural Education and Economic Development Society (REED Society) is a non-profitable, non-government and humanitarian organization, registered under the Registration Act of 1860 with the government of Pakistan. REED Society is working for the integral development of the rural marginalized communities without any discrimination of race, creed, and religion in Punjab, Sindh and Baluchistan since 2002 and become registered in May 2004.

REED-Society appear as a result of in-depth reflection and after having significant review by its likeminded group of men and women concerned for the integral development of the rural society, in response to unsatisfactory development and efforts made for socio-economic development of the marginalized and weaker section of the society

1.1-REEDS Mandate:

REEDS work by motivating people for self-confidence keeping in view the principals and practices of community development, supporting to help themselves come out of poverty, hunger and inequalities. REEDS work to bring relief and aid to people whose lives has been distressed by natural disaster.

1.2- Vision: Integrated human development through change in attitude with promotion of honesty and harmony

1.3- Mission: Motivate people for self-confidence for their integral development so that they can move towards a prosperous, free, equal and civilized life.

1.4- Goal: Strengthen process that promotes education and economic development of poor rural communities and create an environment for collective change.

1.5- Main Organization Objectives:

1. Food security and the improvement of living standard of the rural community.
2. To reduce loss of life and assets moreover make the disaster-prone communities self-reliant and resilience.
3. Provision of education among school drop-outs/youth through functional literacy and skill development programs
4. To promote and protect human rights, especially rights of minorities, older people, person with disabilities, women and children.
5. To encourage and enable the marginalized communities to participate in decision making process.
6. To provide preventive, reproductive and curative health care services to the people, especially women and children of marginalized communities.

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1.6-Policy statement: Rural Education and Economic Development Society (REEDS) is governed by a voluntary Board of Directors acting on behalf of REEDS. The Board is committed to providing effective oversight of the organization, setting the strategic direction and ensuring organizational viability.

1.7-Purpose and scope: The purpose of the Governance Policy is to guide REEDS governance processes in accordance with the REED Bylaws and practices. It is intended to help and support the Board of Directors acting on behalf of the REEDS of their duties, responsibilities, and the various legislative and regulatory conditions which govern their conduct. It also seeks to ensure that principles of good and accountable governance are applied by all members and directors in all their dealings in respect to, and on behalf of, REEDS.

This policy applies to all REEDS's staff and Board members.

1.8-Definitions

Board/Board of Directors	The legally responsible managing body of the organization.
Constitution	Set of written rules or an agreement governing the aims of the organization, how it will be run and how the members will work together.
Governance	Rules and structures setting out how an organization is managed.
Board Member	A Board member who have a formal title, such as the President, Vice-President, Treasurer or Secretary etc.
Tenure	Term limit relating to the number of years a Board member is eligible to stay on the Board.

1.9-Policy implementation: This policy is developed in consultation with REEDS's Board members and staff and approved by the REED's Board of Directors. All Board members and employees are responsible for understanding and adhering to this Governance Policy and its procedures.

1.10-Risk management

This Governance Policy and its procedures are informed by and comply with REEDS's Constitution and Societies Act 1860. The Board demonstrates that mechanisms are in place for fair and transparent governance through accessible meeting minutes, Board self-assessment and a Board development plan. Annual performance reporting to stakeholders and the community it serves demonstrates transparency in governance and operations.

This Governance Policy is included in REEDS's policy review schedule where all policies are reviewed every **three years** at a minimum, or following significant operational, policy or legislative requirements.

2-Importance of governance in achieving organizational goals:

Effective governance is paramount in achieving the organizational goals as it provides the necessary structure, accountability, and strategic direction needed to drive success. Through robust governance practices, organization will ensure transparency, integrity, and ethical conduct in their operations, fostering trust among stakeholders and enhancing credibility. Governance mechanisms will help align the organization's activities with its mission and values, ensuring that resources are utilized efficiently and effectively to maximize impact. Ultimately, by prioritizing good governance, organization will enhance their capacity to deliver meaningful and sustainable outcomes that positively impact the communities and causes they serve. In addition, governance will play a crucial role in achieving organizational goals for several reasons:

2.1-Strategic Direction: Governance structures provide a framework for setting and executing strategic objectives. Boards of directors or trustees oversee the development of organizational missions, visions, and strategic plans, ensuring alignment with the organization's purpose and goals.

2.2-Accountability: Effective governance ensures that individuals within the organization are held accountable for their actions and decisions. This accountability fosters transparency and trust among stakeholders, including donors, funders, beneficiaries, and the broader community.

2.3-Decision-Making: Governance structures establish clear decision-making processes and delineate authority levels within the organization. This clarity enables timely and informed decision-making, empowering the organization to respond effectively to opportunities and challenges.

2.4-Financial Stewardship: Governance policies and practices promote sound financial management, including budgeting, financial reporting, and internal controls. By ensuring fiscal responsibility and transparency, governance supports the effective allocation and utilization of resources to achieve organizational goals.

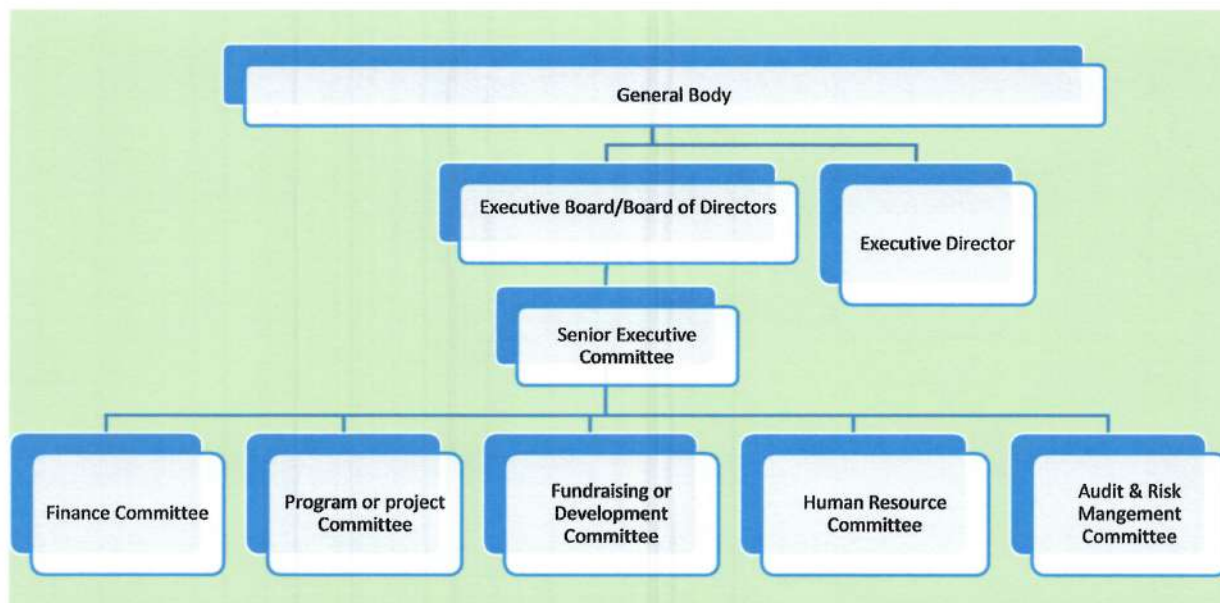
2.5-Risk Management: Governance frameworks include mechanisms for identifying, assessing, and mitigating risks that may impede the organization's ability to achieve its goals. By implementing robust risk management practices, organizations can safeguard their assets, reputation, and long-term sustainability.

2.6-Organizational Culture: Governance influences organizational culture by setting expectations for ethical behavior, integrity, and professionalism. A strong governance culture fosters a positive work environment, attracts and retains talented staff and volunteers, and enhances the organization's reputation in the community.

2.7-Stakeholder Engagement: Effective governance promotes meaningful engagement with stakeholders, including beneficiaries, partners, and the broader community. By involving stakeholders in decision-making processes and soliciting their input and feedback, organizations

can better understand and address their needs and priorities, thereby enhancing the relevance and impact of their programs and services.

3-REEDS Governance Structure & membership criteria:



3.1-General Body/General Assembly: The General Body or General Assembly comprises the 40-50 members of the organization and is the highest decision-making body. It meets periodically to approve budgets, elect the governing body, review activities, and amend the constitution or bylaws.

3.2-Board of Directors/Office Bearers: 07 Office bearers, such as the president, senior vice president, vice president, general secretary, secretary, finance secretary and press secretary will be elected or appointed by the General Body to hold specific leadership roles within the organization with clearly defined responsibilities and authority.

3.3-Executive Director: The Board will delegate responsibility for running of the organization to the Executive Director.

3.4-Senior Executive Committee: The Executive Committee consisting of 5-7 members will be responsible for managing the affairs of the organization. It will be appointed by the General Body consisting of office bearers and senior staff members. The governing body will oversee the implementation of policies, programs, and activities, as well as financial management and reporting.

3.5-Subcommittees/Working Groups: Subcommittees or working groups may be established by the Governing Body or General Body to address specific issues, projects, or areas of focus. These

subcommittees may include members of the organization with relevant expertise or interest and may have delegated authority to make decisions within their mandate.

3.6-Staff and Volunteers: Organization will employ staff or engage volunteers to carry out its programs, activities, and operations. Staff members will be paid employees responsible for day-to-day management, program implementation, administrative support, and other functions as needed.

3.7-Beneficiaries and Stakeholders: Beneficiaries and stakeholders, including individuals, communities, partner organizations, funders, and government agencies will interact with the organization to receive services, provide support, or collaborate on initiatives.

4-Criteria for the organizational membership/board:

REEDS Board of Directors should comprise individuals who collectively possess a diverse set of skills, experiences, and perspectives that align with the organization's mission, vision, and strategic priorities as well as have following characteristics and qualifications:

1. He/She may have expertise in fields relevant to the REEDS mission and activities, such as development, humanitarian, education, healthcare, advocacy, or governance. In addition, experience in nonprofit management, fundraising, finance, or other areas critical to the organization's success.
2. He/She may have passion and dedication to the REEDS mission and goals, demonstrated through previous involvement in similar causes or organizations as well as alignment with the organization's values, principles, and ethical standards.
3. He/She may have strong leadership qualities, including strategic thinking, decision-making, problem-solving, conflict resolution skills and ability to inspire and motivate others, foster collaboration, and drive positive change within the organization.
4. He/She may have extensive networks and connections within the NGO sector, government agencies, donor community, corporate sector, academia, and civil society. Moreover, ability to leverage personal and professional networks to advance the organization's mission, secure funding, and build strategic partnerships.
5. He/She may have understanding of financial management principles, budgeting, fundraising strategies, and financial reporting. In addition, ability to analyze financial statements, assess financial risks, and ensure fiscal responsibility and sustainability.
6. He/She may have knowledge of legal and regulatory requirements governing NGOs in Pakistan, including governance best practices, accountability standards, and reporting obligations and familiarity with the organization's bylaws, policies, and procedures, and willingness to uphold them.
7. He/She may have willingness to devote time, energy, and resources to fulfill board responsibilities, attend meetings, serve on committees, and participate in organizational activities.
8. He/She may have openness to learning, self-improvement, and professional development opportunities to enhance board effectiveness and governance practices.



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9. He/She should demonstrate a commitment to the organization's mission and values without affiliation or allegiance to any political entity, organization, or individual that may influence their decision-making or compromise their impartiality.
10. He/She should have no current or recent affiliation with political parties, government agencies, or political movements that could create conflicts of interest or perceptions of bias in their governance role within the organization.

5-Key Responsibilities of the General Body/Senior Executive Committee/Office Bearers:

5.1-General Body:

1. The General Body will be the highest decision-making body within the organization. It has the authority to approve major policies, programs, and activities, as well as amendments to the organization's constitution or bylaws.
2. The General Body will elect or appoint members to serve on the Senior Executive Committee, including office bearers such as the president, vice president, secretary, treasurer, and other members.
3. The General Body approves the annual budget, financial statements, and reports presented by the Senior Executive Committee. It ensures transparency and accountability in financial management and stewardship of resources.
4. The General Body will review the organization's activities, programs, and progress towards achieving its mission and objectives. It will provide feedback, guidance, and direction to the Senior Executive Committee on strategic priorities, programmatic initiatives, and areas for improvement.
5. The General Body has the authority to amend the organization's constitution or bylaws, subject to the prescribed procedures and requirements outlined in the Societies Act 1860.
6. The General Body will approve new memberships, sets membership fees, and addresses membership-related issues, including the rights, privileges, and responsibilities of members. It will also address disputes or grievances related to membership status or rights.

5.2-Board of Directors or Office bearers:

The Board of Directors plays a critical role in providing strategic direction, oversight, and governance to ensure the organization's effectiveness, sustainability, and accountability, focusing following major roles and responsibilities

1. Board will define and articulate the REEDS vision, mission, and values and develop long-term strategic goals and objectives aligned with the REEDS mission.
2. Board will establish governance policies, structures, and processes to guide organizational decision-making and ensure compliance with legal and regulatory requirements.
3. Board will provide ethical leadership, promote transparency, accountability, and adherence to the organization's values and code of conduct.



4. Board will select, appoint, and evaluate the performance of the executive director or CEO, and provide support and oversight to executive leadership.
5. Board will approve and monitor the annual budget, ensuring alignment with strategic priorities and financial sustainability.
6. Board will review financial statements, reports, and audits to ensure accuracy, transparency, and compliance with accounting standards and legal requirements.
7. Board will establish and oversee financial controls, policies, and procedures to safeguard assets, minimize financial risks, and ensure proper use of funds.
8. Board will support fundraising efforts by leveraging personal networks, making personal contributions, and connecting the organization with potential donors, funders, and supporters.
9. Board will participate in the development and periodic review of the organization's strategic plan, ensuring alignment with the mission, vision, and changing needs of stakeholders.
10. Board will monitor organizational performance, assess progress against strategic goals and objectives, and evaluate the impact of programs and activities on beneficiaries and communities served.
11. Board will identify, assess, and mitigate risks that may impact the organization's operations, reputation, or financial stability.
12. Board will ensure compliance with relevant laws, regulations, and ethical standards, including tax regulations, reporting requirements, and legal obligations related to governance and operations.
13. Board will represent the organization to external stakeholders, including government agencies, donors, partners, and the public, advocating for the organization's mission and priorities.
14. Board will support the professional development and capacity-building of board members, staff, and volunteers through training, mentoring, and skill-building initiatives.
15. Board will facilitate strategic collaborations, partnerships, and alliances to enhance the organization's impact and effectiveness.
16. Board will promote the organization's reputation, brand, and public image through effective communication, outreach, and advocacy efforts.
17. Board will build relationships with media, influencers, and key stakeholders to raise awareness about the organization's mission, programs, and achievements.
18. Board will conduct periodic assessments of board effectiveness, governance practices, and organizational performance.
19. Board will identify areas for improvement, implement corrective actions, and foster a culture of learning, innovation, and continuous improvement within the organization.

5.3-Senior Executive Committee:

1. The Senior Executive Committee will provide leadership and oversight to the organization, guiding its overall direction, policies, and priorities in alignment with the mission and objectives set forth by the General Body.



2. The Committee will be responsible for strategic planning, setting organizational goals and objectives, and making informed decisions on matters affecting the organization's operations, programs, and resources.
3. The Committee will oversee the organization's financial management, including budgeting, financial planning, monitoring of expenditures, and ensuring compliance with financial regulations and best practices.
4. The Committee will monitor the implementation of programs and projects, evaluates their effectiveness and impact, and makes recommendations for improvements or adjustments as needed.
5. The Committee will oversee human resource management policies and practices, including recruitment, training, performance evaluation, and staff development, to ensure a skilled and motivated workforce.
6. The Committee will identify and assesses organizational risks, develops risk management strategies, and ensures compliance with legal, regulatory, and ethical standards to safeguard the organization's reputation and integrity.
7. The Committee will foster communication, collaboration, and partnerships with stakeholders, including donors, beneficiaries, government agencies, and community organizations, to advance the organization's mission and goals.
8. The Committee will be involved in resolving conflicts or disputes within the organization, facilitating communication and mediation among stakeholders, and promoting a culture of collaboration and mutual respect.
9. In times of emergencies, crises, or unforeseen challenges, the Committee will take on a leadership role in coordinating response efforts, ensuring continuity of operations, and mitigating risks to the organization and its stakeholders.

6-Role of Different Sub Committees:

6.1-Finance Committee: Board will establish the finance committee consisting of three to five members, responsible for overseeing financial management, budgeting, financial reporting, and internal controls to ensure fiscal responsibility and accountability.

6.2-Governance or Senior Executive Committee: Board will establish the committee consisting of five to seven members, focuses on board development, governance policies, bylaws, board member recruitment, orientation, evaluation, and succession planning to strengthen governance practices and board effectiveness.

6.3-Program or Project Committee: Board will establish the committee consisting of three to five members, provides oversight, guidance, and evaluation of the organization's programs, projects, and initiatives, ensuring alignment with the organization's mission, strategic goals, and impact objectives.

6.4-Fundraising or Development Committee: Board will establish the committee consisting of three to five members, leads fundraising efforts, donor cultivation, grant writing, special events

planning, and resource mobilization strategies to support the organization's financial sustainability and growth.

6.5-Human Resources Committee: Board will establish the committee consisting of three to five members, handle matters related to staff recruitment, performance evaluation, compensation, benefits, professional development, and compliance with labor laws and policies.

6.6-Audit and Risk Management Committee: Board will establish the committee consisting of three to five members, oversee risk assessment, internal controls, compliance with legal and regulatory requirements, and external audit processes to mitigate financial risks and ensure transparency and accountability.

7-Selection Process of a Board member:

The selection process for board members of REEDS is important for ensuring that the board is composed of individuals who possess the necessary skills, expertise, and commitment to effectively govern the organization i.e. the selection process will be:

7.1-Establish a committee for board member selection:

- All the board members will finalize the new board members selection committee consisting of three members.
- Committee will assess the composition and diversity of the board to ensure representation of different perspectives, backgrounds, and demographics.
- Committee will take care recruiting and retaining board members from underrepresented groups, including women, minorities, youth, and individuals with disabilities.

7.2-Identifying Needs and Criteria:

- Committee will assess the REEDS strategic priorities, goals, areas of expertise, qualifications, and skills needed on the board.
- Nominations can be from current board members, previous staff members, donors, and stakeholders.

7.3-Screening and Evaluation:

- **Committee will** review candidate applications, resumes, and nominations to assess qualifications, experience, and alignment with the organization's needs.
- Committee will conduct interviews or meetings with prospective candidates to evaluate their interest, commitment, and fit with the board and organization.
- Committee will assess candidates' understanding of the organization's mission, governance responsibilities, and expectations for board service.

7.4-Selection and Approval:

- Committee will draft the recommendations for the full board after thorough evaluation and deliberation.

- Board members will discuss and vote on the proposed candidates, ensuring consensus on the selection process and final appointments.
- Once approved by the board, new members are invited to join the board and notified of their appointment.

7.5-Orientation and Onboarding:

- President/General Secretary will provide orientation and onboarding sessions for new board members to familiarize them with the organization's mission, history, programs, governance structure, and policies.
- President/General Secretary will introduce new members to key stakeholders, including staff, volunteers, donors, and partner organizations.

8-Board of Director's terms of office & Renewal:

Although under the Societies Registration Act, 1860 in Pakistan, there are no specific provisions regarding the terms of office for the Board of Directors of an NGO. However, as per REEDS own bylaws or constitution to govern their internal operations, including the terms of office for board members.

- Newly appointed board members may serve an initial one-year probationary period, during which their performance and contribution to the board are evaluated before being confirmed for a full term of office for five years.
- All board members will serve for maximum two consecutive terms (maximum ten years) to promote diversity, and fresh perspectives on the board.
- A board member may be eligible for reelection or rejoining the board after a five-year hiatus/gap, following a consecutive ten-year term, based on their demonstrated expertise, skills, and education. This decision should be made in consideration of the organization's evolving needs and objectives, with a focus on enhancing governance, fostering innovation, and driving organizational improvement for the betterment of the organization.
- Periodic evaluations of the board's or board members performance will be conducted to ensure accountability, effectiveness, and continuous improvement in fulfilling the organization's mission and achieving its goals. Individual board members' contributions will be evaluated based on their engagement, participation in meetings, committee work, fundraising efforts, and adherence to board policies and responsibilities.
- In compliance with the **Societies Act 1860 REEDS** will maintains a register of Board members at REED's registered address. The Board member register includes the following details of each Board member:
 - ✓ Name, date of birth, and residential address
 - ✓ Date that the Board member commenced office
 - ✓ Date that the Board member vacates office.

9-Selection/Appointment of the Executive Director:

REEDS Board of Directors will take careful consideration and thorough evaluation to ensure that the chosen candidate is well-suited to lead the organization effectively i.e.

- Conduct a needs assessment to identify the key qualifications, skills, experience, and leadership qualities required for the Executive Director role.
- Develop a comprehensive job description outlining the responsibilities, expectations, and desired qualifications for the position.
- Form a search committee or task force responsible for overseeing the recruitment process and selecting candidates.
- Publicize the job opening through appropriate channels
- Actively seek out diverse candidates who possess the required qualifications and align with the organization's mission and values.
- Review applications, resumes, and cover letters to assess candidates' qualifications, experience, and alignment with the job requirements.
- Conduct initial screenings, interviews, and assessments to evaluate candidates' suitability for the role, including their leadership abilities, management style, and fit with the organizational culture.
- Check references and conduct background checks to verify candidates' credentials, experience, and reputation.
- Narrow down the pool of candidates to a shortlist of finalists based on their qualifications, performance in interviews, and reference checks.
- Present the finalists to the board for consideration, providing comprehensive information and recommendations to facilitate informed decision-making.
- Conduct final interviews with the finalists and engage in deliberations to select the most qualified candidate for the Executive Director role.
- Reach consensus among board members on the chosen candidate and make an official offer of employment.
- Develop an onboarding plan to facilitate the new Executive Director's transition into the role, including orientation, training, and introductions to key stakeholders.
- Provide ongoing support, guidance, and feedback to the new Executive Director during their initial period of adjustment and integration into the organization.
- Ensure a smooth transition of leadership responsibilities and communication with staff, volunteers, donors, and other stakeholders to maintain continuity and momentum for the organization's work.

9.1-Performance Evaluation of the Executive Director:

REEDS Board of Directors will establish a committee consisting of three to four members for the performance evaluation of the Executive Director. The Board holds the ultimate responsibility for overseeing the organization's strategic direction, governance, and executive leadership. Therefore, it is the Board's responsibility to conduct regular performance evaluations of the Executive Director to ensure that they are effectively leading the organization, achieving its goals, and upholding its mission and values.

The process of evaluating the Executive Director's performance will be:

1. Establishing clear performance objectives and key performance indicators (KPIs) aligned with the organization's strategic priorities.
2. Regularly reviewing the Executive Director's performance against these objectives and KPIs, typically on an annual basis or at least once in two years.
3. Soliciting feedback from relevant stakeholders, including staff, board members, donors, partners, and beneficiaries, to assess the Executive Director's leadership, management style, and impact.
4. Conducting formal performance evaluations through structured assessments, interviews, surveys, or other evaluation methods.
5. Providing constructive feedback, guidance, and support to the Executive Director based on the evaluation findings, identifying areas of strength and opportunities for growth or improvement.
6. Using the evaluation results to inform decisions related to compensation, contract renewal, professional development, and succession planning for the Executive Director.
7. Ultimately, the Board of Directors will bear the responsibility for ensuring that the Executive Director is effectively fulfilling their role in advancing the organization's mission, achieving its goals, and upholding its values, and the performance evaluation process serves as a critical tool in fulfilling this responsibility.

10-Responsibilities of the board members or office bearers& Executive Director:

10.1-President of the Board:

1. Providing visionary leadership to the board and stakeholders in pursuit of the organization's mission and goals.
2. Setting the strategic direction and priorities of the organization in collaboration with the board.
3. Presiding over board meetings, ensuring effective deliberation, decision-making, and adherence to governance policies and procedures.
4. Facilitating communication and collaboration among board members and committees,
5. Serving as the liaison between the board and executive director/CEO, providing support, guidance, and oversight as needed.
6. Representing the organization to external stakeholders, including donors, funders, government agencies, partner organizations, and the public.
7. Advocating for the organization's mission, values, and priorities through public speaking engagements, media appearances, and networking opportunities.
8. Building and maintaining strategic partnerships and alliances to advance the organization's goals and amplify its impact.

9. Supporting fundraising efforts by leveraging personal networks, cultivating donor relationships, and soliciting financial support for the organization.
10. Working closely with the treasurer and finance committee to oversee the organization's financial management, budgeting, and reporting.
11. Ensuring sound fiscal practices, transparency, and accountability in the use of funds and resources.
12. Monitoring financial performance, identifying risks, and implementing strategies to promote financial sustainability and resilience.
13. Enhancing the organization's reputation and visibility through effective communication, branding, and public relations efforts.

10.2-Senior Vice President of the Board: The Senior vice president shall exercise such powers as may be delegated in writing by the president. He will be responsible to oversee strategic planning, program development, and organizational growth, while also providing leadership, guidance, and support to executive leadership and staff to advance the organization's mission and objectives.

10.3-Vice President of the Board: In the absence of the President, the vice president is authorized to call, convene and preside over the meetings of the managing committee. As the Vice President will manage specific departments or programs, assisting in strategic planning, and collaborating with senior leadership to implement organizational goals, policies, and initiatives.

10.4-Finance Secretary of the Board:

1. Oversee the organization's financial activities, including budgeting, financial planning, and cash flow management.
2. Develop and maintain financial policies, procedures, and systems to ensure compliance with regulatory requirements and best practices.
3. Lead the development of the annual budget in collaboration with the executive director, treasurer, and relevant committees.
4. Monitor budget performance, analyze variances, and provide regular updates to the board on financial status and projections.
5. Prepare accurate and timely financial reports, statements, and forecasts for internal management, board oversight, and external stakeholders.
6. Conduct financial analysis and interpretation to support decision-making, identify trends, and assess the organization's financial health.
7. Coordinate external audits with the support of Finance Manager, reviews, and financial examinations, ensuring compliance with regulatory requirements, accounting standards, and donor agreements.
8. Implement recommendations from auditors and regulatory authorities to improve financial controls, reporting, and risk management.



9. Oversee the financial aspects of grant proposals, contracts, and agreements, ensuring alignment with organizational goals, budgetary constraints, and compliance requirements.
10. Monitor grant expenditures, reporting deadlines, and deliverables to ensure accountability and compliance with donor requirements.
11. Establish and maintain internal controls to safeguard assets, prevent fraud, and mitigate financial risks.
12. Provide financial guidance and support to the executive director, board, and program managers in strategic planning, resource allocation, and decision-making.
13. Evaluate financial sustainability, revenue diversification opportunities, and long-term financial viability to support organizational growth and mission impact.

10.5-General Secretary of the Board:

1. Oversee the day-to-day administration and coordination of the organization's activities, programs, and operations.
2. Ensure smooth functioning of the organization's administrative systems, processes, and procedures, including office management, logistics, and procurement.
3. Maintain accurate and up-to-date records, files, and documentation related to the organization's governance, activities, and legal compliance.
4. Manage correspondence, official documents, meeting minutes, resolutions, and organizational archives in a systematic and accessible manner.
5. Serve as the primary liaison between the board, executive leadership, staff, volunteers, and external stakeholders.
6. Facilitate communication, collaboration, and information-sharing among team members, committees, and partners to promote organizational cohesion and effectiveness.
7. Organize and facilitate board meetings, committee meetings, and other organizational gatherings, ensuring agendas, logistics, and materials are prepared and distributed in a timely manner.
8. Record and circulate meeting minutes, resolutions, and action items to ensure accountability, follow-up, and implementation of decisions.
9. Ensure compliance with legal and regulatory requirements governing NGOs, including registration, reporting, and tax obligations.
10. Assist the board in fulfilling its governance responsibilities, including bylaw adherence, policy development, and board member orientation and training.

10.6-Secretary of the Board: In the absence of the General Secretary, the Secretary will be responsible for overseeing day-to-day administrative tasks, managing communications, coordinating meetings, maintaining records, and facilitating decision-making processes as delegated by the General Secretary or the Board of Directors.

10.7-Responsibilities of a Press Secretary:



1. Act as the main point of contact for media inquiries, requests for interviews, and press releases on behalf of the organization.
2. Cultivate and maintain relationships with journalists, reporters, editors, and media outlets to promote positive coverage of the NGO's activities and initiatives.
3. Draft and distribute press releases, media advisories, and official statements to announce news, events, campaigns, and key developments related to the organization's mission and programs.
4. Ensure that press materials are accurate, timely, and aligned with the organization's messaging and objectives.
5. Develop and implement crisis communication plans and protocols to effectively respond to negative publicity, controversies, or emergencies that may impact the organization's reputation or operations.
6. Serve as the organization's spokesperson during crisis situations, providing accurate information, addressing concerns, and managing media inquiries with transparency and professionalism.
7. Monitor news coverage, social media trends, and public discourse related to the organization's areas of interest, identifying opportunities for proactive media engagement and responding to misinformation or negative narratives.
8. Analyze media coverage and sentiment to assess the effectiveness of communication strategies, identify areas for improvement, and inform future outreach efforts.
9. Develop and maintain key messaging, talking points, and branding guidelines to ensure consistency and coherence in the organization's communication efforts across different channels and platforms.
10. Collaborate with internal stakeholders, including the executive leadership team, program managers, and marketing staff, to align messaging with organizational goals, values, and priorities.

10.8-Responsibilities of an Executive Director:

1. Develop and implement the organization's strategic vision, goals, and initiatives in alignment with its mission and values.
2. Provide visionary leadership to inspire staff, volunteers, and stakeholders and drive innovation, growth, and impact.
3. Oversee day-to-day operations, including program management, finance, human resources, and administration, to ensure efficient and effective functioning of the organization.
4. Foster a positive organizational culture that promotes collaboration, accountability, transparency, and continuous improvement.
5. Lead fundraising efforts to secure financial resources, grants, donations, and sponsorships to support the organization's programs, operations, and sustainability.
6. Cultivate and steward relationships with donors, funders, partners, and stakeholders to diversify funding sources and expand the organization's resource base.

7. Serve as the primary spokesperson and ambassador for the organization, representing its interests to external stakeholders, including government agencies, media, donors, and the public.
8. Advocate for policy change, social justice, and human rights issues relevant to the organization's mission, collaborating with partners and mobilizing supporters to effect positive change.
9. Work closely with the board of directors, providing regular updates, recommendations, and support to facilitate informed decision-making, governance oversight, and strategic planning.
10. Collaborate with the board to recruit, onboard, and evaluate board members, ensuring diversity, expertise, and alignment with the organization's needs and priorities.

11-Executive Board Meetings:

Under the Societies Act 1860, board meetings play a vital role in the governance and decision-making processes of NGOs registered under this legislation. The frequency of these meetings is typically determined by the organization's constitution or bylaws, with provisions for regular meetings to be held so

1. REEDS board of directors will meet at least three times in a year or as required to address pertinent matters.
2. The agenda for board meetings will be set in advance and includes items such as financial reports, program updates, membership matters, and any other issues relevant to the organization's mission and objectives.
3. At least 50% plus (i.e. 04 out of 07) number of board member's presence should be ensure that decisions
4. During board meetings, decisions are typically reached through discussion, consensus-building, and, if necessary, voting, with a majority vote required for resolutions to be passed.

12-Values & Principals of the Organization:

12.1-Integrity: Upholding honesty, fairness, and ethical conduct in all interactions and activities, and adhering to high standards of integrity in decision-making and relationships.

12.2-Transparency: Committing to openness, honesty, and clarity in communication, operations, and decision-making processes, and ensuring that stakeholders have access to relevant information about the organization's activities, finances, and governance.

12.3-Accountability: Holding oneself and others answerable for actions, decisions, and outcomes, and taking responsibility for fulfilling commitments, meeting obligations, and achieving desired results.

12.4-Empowerment: Fostering a culture of empowerment, inclusion, and participation that values the voices, perspectives, and contributions of all stakeholders, including staff, beneficiaries, volunteers, and communities served.

12.5-Social Justice: Advocating for equity, fairness, and social justice by addressing root causes of inequality, discrimination, and injustice, and working towards creating a more just and equitable society for all.

12.6-Collaboration: Embracing collaboration, partnership, and collective action to leverage resources, expertise, and networks for greater impact, and recognizing that solving complex social issues requires collective effort and cooperation.

12.7-Innovation: Encouraging creativity, innovation, and adaptability in addressing social challenges, exploring new approaches, technologies, and solutions, and continuously learning and improving to maximize effectiveness and impact.

12.8-Respect: Respecting the dignity, rights, and diversity of all individuals and communities, and valuing cultural, religious, and ideological differences as strengths to be celebrated and embraced.

12.9-Sustainability: Promoting environmental sustainability, responsible resource management, and long-term thinking in all aspects of operations and programming to ensure the well-being of current and future generations.

13-REEDS Code of Conduct & Ethics:

The Code of Conduct and Ethics of REEDS will serve as a guiding framework to ensure that all individuals associated with the organization uphold high standards of behavior, integrity, and ethical conduct i.e.

13.1-Integrity and Honesty: Members of the REEDS will commit to act with honesty, integrity, and fairness in all interactions and activities, both within and outside the organization.

13.2-Confidentiality: Members/individuals of the REEDS will agree to safeguard sensitive information, including organizational data, donor information, and personal details of beneficiaries.

13.3-Conflict of Interest: Members/individuals are required to disclose any actual or potential conflicts of interest that may compromise their ability to act in the best interests of the organization and refrain from engaging in activities that may present such conflicts.



13.4-Compliance with Laws and Regulations: Members/individuals pledge to comply with applicable laws, regulations, and policies governing the organization's operations, including legal, financial, and ethical requirements.

13.5-Respect and Dignity: The organization fosters an environment of mutual respect, dignity, and inclusivity, where all members/individuals are treated with respect, regardless of race, ethnicity, gender, religion, sexual orientation, or other characteristics.

13.6-Professionalism: Members/individuals are expected to conduct themselves in a professional manner, demonstrating courtesy, respect, and professionalism in their interactions with colleagues, partners, donors, and beneficiaries.

13.7-Non-Discrimination and Equity: The organization is committed to promoting diversity, equity, and inclusion, and members pledge to refrain from discriminatory practices and to actively work towards creating an inclusive and equitable environment.

13.8-Whistleblower Protection: The organization provides mechanisms for reporting misconduct, unethical behavior, or violations of the Code of Conduct and Ethics, and ensures protection for whistleblowers who come forward with information in good faith.

13.9-Environmental Responsibility: Recognizing the importance of environmental sustainability, members/individuals commit to minimizing the organization's environmental footprint and promoting sustainable practices in all aspects of operations.

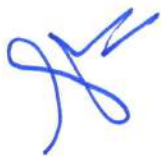
13.10-Accountability and Transparency: The organization is committed to accountability and transparency in its operations, decision-making processes, and financial management, and members pledge to uphold these principles and practices.

13.11-Connection with political entities: In adherence to our commitment to transparency and ethical conduct, all the board members/senior executive committee members will mandatory to share the public declaration of any significant connections between REEDS governance and government entities or Politically Exposed Persons (PEPs), because such affiliations may potentially influence decision-making processes and compromise impartiality. By publicly disclosing these linkages, we will ensure accountability, mitigate conflicts of interest, and uphold the integrity of our organization.

14-Confidentiality& safeguarding of sensitive information/data:

Confidentiality is paramount in safeguarding sensitive information and data within an organization, ensuring the trust and privacy of stakeholders are maintained. All the key stakeholders of the organization will uphold strict confidentiality standards, recognizing the importance of protecting personal, financial, and organizational information. All staff, volunteers, and board members are expected to adhere to confidentiality policies and procedures, which outline expectations for handling and safeguarding sensitive data. This includes maintaining confidentiality in all communications, both verbal and written, and ensuring that sensitive

information is only shared with authorized individuals on a need-to-know basis. Additionally, we will prioritize data protection measures to prevent unauthorized access, disclosure, or misuse of confidential information. By upholding confidentiality standards and prioritizing data protection, we will demonstrate our commitment to integrity, trustworthiness, and respect for the privacy of our stakeholders.



Rural Education &
Economic Development Society
REED Society