

## *By-laws, policy and procedures*

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*What are By-laws? (or statute or constitution)*

*It is a document describing purpose and structure of the organization and its rules and regulations for operation. It also describes roles and power of Board.*

*What is a policy?*

*It is a written rule that guides decisions or actions of the staff and organization.*

*What are procedures?*

*They are bunches of activities/steps describing how a policy is implemented.*

*What is a system?*

*It is a set of related activities or elements that work/function together.*

*Examples: An Organization should have (at least):*

- *By-laws or constitution*
- *Staff/personnel policy: can include (but not limited to) salary scale, Gender policy, HIV/AIDS policy, Anti-corruption policy or conflict of interest policy, Policy to promote ethnic minority, Staff development policy etc.*
- *Financial policy or Financial Manual*
- *A number of procedures: grievance procedures, recruitment procedures, Admin procedures etc. (Note: some procedures are written along with the policy)*
- *Systems: Example: Appraisal scheme, Monitoring and Evaluation system, financial system, Management of Information System etc.*

## *Why do we need policy and procedures?*

- *A basis for organization or staff to make decisions and actions*
- *Ensure consistent practice in the organization (everyone sticks to one rule)*
- *Save times and resources by avoiding case-by-case management*
- *Clarify expectations between staff and the organization*
- *Avoid bias and nepotism*
- *Promote equity and fairness: everyone sticks to the same rules*
- *Is a Management Tool to cope with organizational growth (please refer to phase of Organization Development, which also available on this website)*
- *It is a part of Governance: to prevent and solve staff conflicts/issues*

## *How to develop a policy?*

- *Develop TOR for the policy development*
- *Establish a working group – one knowledgeable person to lead and coordinate the work of the working group (normally the HR Manager/Coordinator)*
- *Study best practice of experience / theory regarding the policy*
- *Study policies of other similar organizations*
- *Consult with relevant staff and managers (focus group discussion or interview)*
- *Write the first draft of the policy*
- *Submit to Management Team for comments*
- *Produce final draft*
- *Submit to the Board for approval*

## *How have you developed your Organizational Policies so far?*