3 Angels Nepal (3AN)

Founded in 2004 with a Vision of CREATING A SOCIETY HUMAN **TRAFFICKING** FREE FROM Mission а COMBAT HUMAN TRAFFICKING THROUGH RESCUE **PREVENTION AND REHABILITATION** and a Goal being HUMAN TRAFFICKING AND SEX SLAVERY REDUCED **AWARENESS** CREATED AND within the Nepali communities at large; founded by an ex-Asian Aid sponsored child Rajendra Gautam with an ethics being "Moved by the power of God to share the love of God with others."

Policy Manual

2018(2074)

INTRODUCTION

3 Angels Nepal (3AN) is an NGO founded in 2008 with a passion to combat human trafficking or trafficking in persons (TIP) in Nepal. 3AN does this through a comprehensive approach targeting rescue, prevention and rehabilitation. It is committed to making a difference in the lives of the most vulnerable women and children, orphans and victims of domestic violence who have been trafficked or are at risk of being trafficked.

In Nepal, there are many causes of TIP including poverty, illiteracy, gender inequality, open- border, corruption and impunity and in-effective-law enforcement. And also caste distinctions, which lock the lowest castes, out of work or education opportunities and perpetuate the ease with which some communities fall prey to TIP.

SCOPE OF THIS POLICY

The standards outlined in this document apply to all 3 Angels staff/personnel, volunteers, sponsors, supporters, ambassadors and whoever is formally affiliated with 3 AN in any form.

The Organizational VMGO

Vision - Creating a society free from Human Trafficking.

Mission - To combat Human Trafficking through Rescue, Prevention and Rehabilitation.

Goal - Human trafficking and sex slavery reduced and awareness created.

Objectives - To prevent Human Trafficking through quality education, awareness and safe rehabilitation for building a trafficking free and safe community at large.

PRINCIPLES, STANDARDS AND VALUES

Decision Making: Principles, policies and practices are followed in decision making at all levels.

Model: All policies and practices will reflect the Christian nature and ethics as the standard of the organization in harmony with biblical fundamental beliefs, constitution of 3 Angels Nepal and the Government of Nepal

Fulfillment: All decisions will comply with labor, taxation and any other relevant laws existing in Nepal and international best practice standards where applicable.

Transparency: All 3AN policies will be transparent which includes and ensures the detail practices and conditions that is clearly written and open to be read by staff. Interpretation is available in case of questions.

A grievance mechanism will be in place for staff to follow.

Justice and Equality: The way of changing any employment document will be clear and followed to ensure justice and equality.

Focus: There is a focus on the HT Victims vulnerable to trafficking, poor and marginalized groups in terms of recruitment. However, they should fit the basic requirements of the organization.

Priority: There will be a priority in terms of recruitment in the various capacities to those who have studied/trained by or through the organization or its partner-organizations from within or beyond Nepal.

Flexibility: To ensure all workers can be fully and competently staffed in a timely manner in any geographical or professional or technical area or in program of unstable size and intricacy.

Clear payments and benefits will be practiced for all the employees of 3 AN. Salary will be paid on time and in full. No advances will be given except in the case of agreed absences at the normal payment time for any emergencies; accidents or sudden death of a close family members or parents.

No allowance or any extra perks are granted unless with a prior agreement with the organization is established.

No leave or time-off will be granted for the purpose of refreshment, entertainment and personal study within the working hours. Leave taken without prior information to the concern department will be considered loss of pay (LOP).

All employees and seconded expatriates are tag of the organization, not as one individual /program or other divisions of the organizations.

VALUES & STANDARDS

The worker or staff of 3AN is more than being professionally or technically qualified for and experienced in the job.

3AN considers the way in which work is done and the attitudes and values shown at work in relation to the people contracted during the work are vital to the success of the work.

The following values and standards will be used to put employment principles and policy into practice.

The lists are relevant to all staff working in various capacities under 3AN administration, whether they are national employees or any kind of contracts or seconded expatriate volunteers.

This will be used for all staff as a source of standards to include in job descriptions, values and standards to be assessed in recruitment and appraisals, and will be the norm in disciplinary issues.

VALUES:

All working for this organization are expected to show the following values, as far as each is relevant to their work.

- **Love:** The love that comes from God the father compels the organization to reach out to those around and respond to their needs.
- **Truth**: "I am the truth, and the truth shall set you free"! Said Jesus... therefore, the truth compels the organization to set the staff free from their guilt and go forward to forgiveness.
- **Honesty:** The organization will practice honesty as the priority norms towards the staff and the same from the staff is expected.
- **Loyalty:** Obedience is better than sacrifice; the loyalty from the staff towards the employing organization, to the senior staff, to the HODs, managers and among the fellow staff members is expected as one of the values of the Organization.

STANDARDS:

The following standards are expected and will include in all descriptions of 3AN staff.

- To **demonstrate** and actively follow the values of 3AN in all aspects of work and service.
- To be a **model** to others in work and as a person. This will be seen in for example quality of work, justice and fairness, punctuality, cooperation with others, relationship among the staff, clients and community members, attitude towards 3AN other than benefits according to the employment manual.

- To be **honest** in all the aspects (eg. punctuality and honesty with HODs of the management committee. Financial honesty includes not seeking or obtaining financial advantage for oneself or for others with 3AN other than benefits according to the employment manual.
- To keep **confidential Information** acquired in the course of work, especially those matters relating to people (staff, clients or others) and as directed by HODs or managers or the chairman of any relevant committees within.
- To **lead staff** (both those under him/her and colleagues) towards a better understanding and fulfillment of the goals and aims of 3AN and its programs.
- To **build a good public relation** with those outside the organization, including officials, community members, and partner Organization, aiming to emphasize the aims and objectives as priorities of 3AN and create a good image.

Other additional standards relevant to the particular job may also be included as required. These are primarily a basis for development of the standards required for different types and levels of staff.

Achievement of standards will be assessed during the annual appraisal.

Target may be set for further improvement. As with poor performances and failure to fulfill the task of the job described in any area, failure to live up to the standards can lead to disciplinary action.

Service: Following the example of Jesus Christ, neither

organization works for its own good, nor should any staff be self-centered but for the benefits of others.

- **Compassion:** For all, but particularly the poor and those traditionally marginalized by society and it's system.
- **Forgiveness and Tolerances:** As we recognize that we all share in our trail humanity and that holding wrongs against one another serves merely to corrupt ourselves.
- **Equality:** All people have been created equal and are essentially as valuable as each other despites of the differences. The organization will create flexibility in rules so as to make wise decision in order to value and respect to individuals. This will include working towards correction of social stigma and showing compassion, so that all people are able to take their ability and need. (Equality does not mean all are equal, or all receive the same treatment due to equal respect and consideration.)
- **Justice:** Particularly for the poor and marginalized, but also in relationships within the organizations and its system and policy.
- organization **Reconciliation:** The will worth riaht relationships therefore, will be engaged and in with each other reconciling within people and communities.
- **Honesty and Integrity:** In the way the organization works in its policies, management system, and as a part of the community.
- **Technical distinction in work:** Appropriate technical distinction to the particular situation and to the work and its development is marked as an advantage not

just being satisfied with competence.

Joy: There is a need for grieving when surrounded by suffering. However, despite the situation we experience the joy that comes from our relationship with God in heaven.

Hope: In the midst of hopelessness there is a hope. In all organization, 3AN seeks to share hope to those who sees no hope in their future. Hope comes from experience of seeing long-term changes in people and communities with a complete trust in God.

There is a consideration of individual and group differences; fairness does not mean all get the same.

Flexibility: To ensure that all work can be fully and competently staffed in timely manner in any geographical, professional or technical area and in program of size variation and complexity.

Simplicity: To ensure that the practices are easily understood and carried out by all staff out timely.

CODE OF CONDUCT

- ➤ God is **LOVE** therefore; love is the basis of all **Discipline**
- ➤ Children are created in the **image of God**, therefore, **Respect** every child for her/s self-dignity
- > A father of the fatherless, and a defender of widows, is God in his holy habitation, therefore, serve the **Powerless** with **Justice**
- > Visitors are like Angels, therefore, treat them with priority and high respect
- 1. Practice Love in all your Dealings
- 2. Loyalty, Integrity and Accountability to our God, Nation and Stakeholders is our Highest Priority.

- 3. **Respect** everyone regardless of her/s position, cast, color, creed, religion culture etc...
- 4. Exercise proper **Courtesy**, consideration and sensitivity in your dealings with all staff members
- 5. Respect and encourage individuality and support personal and professional development and give **Priority in Teamwork**.
- 6. Do not use any office **Asset** for your **Personal** usage
- 7. Do not use facebook and any other Social Networks during Office hours
- **8.** Do not leave office without a proper **Permission** from your **Higher Authority**
- 9. Be **Responsible** and **Accountable** to your job description
- 10. Maintaining **Confidentiality** of the organization and avoiding **Conflict of Interest** must be adhered with **Priority.**
- 11. **No corporal punishment**, use alternative means of discipline as mandatory
- 12. Emphasis on Holistic Development of a child
- 13. Encourage child motivation, participation, exposures and provide environment for **Child Focused Initiatives**

ORGANISATIONAL STRUCTURE

- 1. General Assembly
- 2. Board
- 3. CEO
- 4. Administrative Committee
- 5. Welfare and Protection Team

- 6. Departmental Management Committee
- 7. Procurement Committee
- 8. Advisory Committee
- 9. Child Club
- 10. General staff meeting

General Assembly is the most powerful body of 3AN. Meeting of General Assembly is conducted annually which elects the executive board members. In adherence to 3AN constitution, Annual General Meeting (AGM) records and approves performance, annual reports, audit reports, amend organizational and governance policies, forms account committee, delegates authority to the board and also performs other specified major activities.

Accounts committee:

Definition: Defined as a committee consisting of 3 or more members nominated by the General Assembly to oversee the entire books of accounts to ensure safe and well controlled financial management of the organization.

Nature: independent in nature formed from the general members who will not be an employee nor a member of the board. Account committee is however, liabled to the general assembly.

Tenure: 3 years term (As defined by the constitution of 3 Angels Nepal) based on their effective performance the members may be repeated for the second tenure.

Rights of the accounts committee:

- 1. Right to investigation of records when a complaint is placed before the committee.
- 2. Right to enquiry, question, suggest and provide appropriate advice to the board when felt required and necessary to ensure proper financial management as per the law of the land
- 3. Right to conduct independent audit when suspicion on

- any fraudulent is identified or notified to the committee.
- 4. Right to conduct inspection, monitor at-least once in 6 months. (Mid year **December** and Year end in **June**)

Board or the Executive Board:

This is the senior most body in the organization often termed as the legal body or Executive Board. The board members are only changed as defined in the constitution of 3AN. The board, composed of seven members for three years tenure, is elected by general assembly. The meeting of the executive board is conducted once a month. The major duty of the executive board is to supervise and direct the organization as per the authority offered by the constitution of 3AN. It is responsible for the overall actions and performance of the organization.

Chief Executive Officer (CEO)

CEO is represented as the head of the institution appointed by 3AN Board and approved by the General Assembly of 3AN. He/she is appointed CEO regardless of the size of the office or program. Organizational overall welfare and development is his core responsibility and is held liable to the Board of 3AN. Person in this position exercises the ultimate decision-making power as designated by the board.

Administrative Committee (A.Com)

is the third most powerful body of 3AN after general assembly and executive board. Its main objective is to departments, manage and administer and all Projects/programs, activities: and ensures implementation and management of all programs. And makes all management related decisions. The Ad.Com meets once a month. Chief Executive Officer, Program Director, Finance Director, Human Resource Manager, departmental heads and Administrative Secretary are the core members of

the Ad.Com who work under the jurisdictions and authority delegated by the executive board. CEO is the chairperson of the Ad.com.

Welfare and Protection Committee (WAP)

is formed to manage and facilitate welfare and ensure protection to all our beneficiaries (children and women in particular), WAP records issues, recommends Ad.com for an immediate action to ensure holistic development, welfare and full protection of every beneficiary within 3AN. *For the best interest of the beneficiary* is the slogan of WAP. The WAP meeting is called as often as they need.

Departmental Management Committee (DMC)

is formed to ensure smooth running of every department regardless of its size, the DMC is formed with CEO as chairman and the respective HOD as the member secretary. Its main objective is to manage and administer all the departmental related activities: receive reports and make departmental operating decisions. The meeting of DMC is called once a month. DMC reports and recommends decisions to Ad.com for further actions.

Procurement committee:

Definition: As part of the internal control mechanism, 3AN has formed a procurement committee to ensure all purchases and sales go through this committee approvals prior to making any decision on purchase or sales.

Members: (FD) Finance Director, Finance Manager, Procurement Manager, Concerned project/program accountant and CEO are the members of this committee. *for details refer to the Finance Management policy 2018.*

Sub-committees:

Definition: A committee formed by higher body such as Administrative Committee (Ad.Com), Board or Departmental Management Committee (DMC) to perform a particular task. The sub committee is automatically dissolved as soon as the designated task is over.

Advisory committee:

Definition: The organization may feel a need of an advisory committee to facilitate the board with various expertise representing from different fields who may be helpful to the organization with their advice, suggestions and guidance.

Nature: Ceremonial in nature - Do not make executive decisions but executes the decisions made by the board. Meets at-least once in six months or as often as the board feels the need for. The president calls for the advisory committee.

Members: Maximum of 7 members representing various fields that may be helpful to the organization such as lawyer/advocate, medical personnel, teacher, psychologist, retired senior staff, retired board member etc... have to be a general member of the organization.

Tenure: 3 years term (As defined by the constitution of 3 Angels Nepal) based on their effective performance the members may be repeated for the second tenure.

Child club:

Definition: 3AN values and respects every child to have their participation, exposures and their voice in all the decision making levels therefore, to ensure this; a child club is formed every year from within 3 Angels Children homes.

The child club president is automatically the invitee member of the various committees including the board of 3AN.

The child club is formed with an intent to encourage children's participation and exposures at all levels as part of their holistic development. Child club may develop its own operation manual.

General staff meeting:

3AN believes in the transparency of information and integrity of staff to ensure smooth flow of communications therefore, the CEO or PD/HRM calls for the General staff meeting to make any important announcement, or to make special notice to the general staff as often as they require. The general staff meeting at-least once in a quarter in the normal case as a feedback session.

Good governance

Running a good organization depends on the following issues as crucial for the integrity, reputation, ongoing funding, smooth implementation and management and for the long-term success and sustainability of the organization: Therefore, 3AN practices principles and standards of good governance recommended by the government of Nepal and NGO federation Nepal.

Clear separation of roles and responsibilities between the board members and the management team is to be practiced to ensure good governance as the first and foremost step. (For details refer to the NGO Federation GoN guidelines for NGOs good governance)

Affiliations and Accreditations

Angels Nepal is registered under NGO act 2034 in **Kaski DAO** and affiliated with Social Welfare Council of Nepal **SWC**. Additional affiliations such as Central Child Welfare Board (**CCWB**) and District Child Welfare Board (**DCWB**) Women Welfare and Development Office (**WWDO**) District Coordinating Committee (**DCC**) District Education Office (**DEO**) **NGO Federation** Central and District. In addition; 3 AN feel accountable to public, stakeholders and like-minded organization **LMGOs** hence, affiliation with various alliances such as Network for anti-trafficking (**ERN**), Networks for Children Homes (**NECHO**), Alliance for Women protection and rights, Alliance for peace and citizens' rights, Alliance for Human rights etc..

Accountability and Transparency

3 Angels Nepal is accountable to various governing bodies such as District Administrative Office (**DAO**); Social Welfare Council of Nepal **SWC**. Central Child Welfare Board (**CCWB**), District Child Welfare Board (**DCWB**), Women Welfare and Development Office (**WWDO**), District Coordinating Committee (**DCC**) District Education Office (**DEO**) **NGO Federation** Central and District including The Department of Foreign Affairs and Employment/Labor and Inland Revenue office

It is for this reason that 3 Angels Nepal requires to implement project/s program/s in line with the law of the land. Funding Partners and staff to be understanding to us for project/program progress, successes, failures and financial acquittal. It is also vital that a plan be drawn up from the outset that details how funds and resources will be sent to us and spent by us. (MoU from every funding partner is mandatory) and a plan of action from every Project/Program, department/unit within 3 AN prior to approval and disbursements of funds.

Government wants to know how all money received is spent? that effectively applied to the project objectives and

reliably accounted and reported timely manner.

3 Angels Nepal ensures integrity and accountability of projects, financial acquittal through compulsory quarterly or as per the need and requirement of funding partners and government bodies and onsite monitoring and evaluation. 3 Angels Nepal can then act as an effective implementing body to bring about the greatest success for the community that project is targeting. Modelling accountability throughout all aspects of the organization also helps build the capacity within the organization, which in turn, is a key to future sustainability.

Accountability is not only Nepal Government requirement, but is in the best interests of our ongoing support from donors, rapport with onsite personnel and local government and ultimately for successful project completion. Therefore, accountability and transparency is one of our highest priority.

POLICIES

1. Reporting Policy

Reporting to 3 Angels Nepal central office is compulsory and vital to a quality service and ongoing projects/programs

Accountability is important. Therefore, regular, accurate and detailed reporting is required by our funding partners and government offices at-least once in every quarter. For timely and effective reporting 3 Angels Nepal have placed an official reporting mechanism

- ➤ For all external reporting (to Funding Partners), Administrative Secretary External (ASE)
- > For all external reporting (to Government Line Agencies and public), Administrative Secretary

Internal (ASI)

No direct reporting from staff to any funding partner other than specified person approved by the CEO will be considered official. Failing to do so, will mean violation to the reporting policy of the organization.

- 1. Reporting must be done as per the need and requirements of the funding partners and to the government in their designated time and format. (Refer to the respective project MoU reporting section)
- 2. A budget breakdown of the financial acquittal for the period ended to every donor/funding partner in their desired format and manner. (Refer to the respective project MoU reporting section)
- 3. A plan (narrative style) for the next quarter. \Box
- 4. All Departments/Units/Branch offices must submit their narrative and database progress report on a monthly basis and a short event report after every event completion to the official secretaries. (ASE and ASI) with a copy given to your line manager (LM)

Failure to report on timely basis will seriously jeopardizes our relationship with funding partners and the government. It is 3AN policy that if report requests are ignored, funds will be retained until we can adequately account for the project and or the staff concerned shall be removed from the position.

2. Communication Policy

Communication plays a very vital role for the success of the organization therefore, 3AN practices both way

communication system and channels (Top to bottom and Bottom to Top)

Means of communication

Emails can be recorded therefore, 3AN encourages communication through emails. However, other means can also be regarded such as Skype, weChat, FB Messenger group, FT, Walkie talkie, CUG sim, Telephonic conversation, Viber etc... however, for security reasons the public communication through FB and Messengers are discouraged unless no other options available.

Communication Channel

The organizational communication channels are to be mandatorily followed by all 3AN staff, volunteers, Partners/donors, Government line agencies and visitors.

- ➤ CEO is the official primary contacts for all external affairs (Overseas partners, public and government relationships) and if necessary the CEO interrupts where necessary for the best interest of the organization.
- > Programs Director (PD) is the official primary contact for all internal affairs (Project/programs management related issues)
- > Staff comply communication with or through to your respective line manager.

Information Dissemination Policy

Information dissemination is a critical aspect of every organization, moreover 3AN works with very sensible issues like the trafficking and child protection, therefore, due to security reasons all organizational related images, articles,

reports, publication are censored by the organization prior to disseminating them official.

No staff or Funding Partners, Donors, Visitors, Volunteers are allowed to publish any 3AN related materials anywhere without proper permission from 3AN CEO.

3. Development Policy

3 Angels Nepal is a secular humanitarian not for profit Non-Government Organization (NGO) registered under the NGO Act. 2034. With a clear vision of fighting human trafficking at all levels.

Vision - Creating a society free from Human Trafficking.

Mission: - To combat Human Trafficking through Rescue, Prevention and Rehabilitation.

Goal - Human trafficking and sex slavery reduced and awareness created.

Objectives - To prevent Human Trafficking through quality education, awareness and safe rehabilitation for building a trafficking free and safe community at large.

3 Angels Nepal (3AN) is committed to make a difference in the lives of orphans, vulnerable children, and trafficked and abused girls and women. All initiatives of 3AN focus to positive contribution to national issue such as trafficking through to our community development approach.

The Initiatives

1. **3 Angels Mission School** (3AMS) For a quality and competitive education where every child matters for his/her holistic development. A plan for an

educational serenity campus by 2020 for 1000 capacity is in progress for sustainability and stability

- 2. **Alternative Care Children Homes** (3ACH) 10 children per home a safe family model home with 150 capacity ensured. A plan for 15 homes for 150 by 2020 to the rescued children is in progress
- 3. **Anti-Human Trafficking** (3AHT) Border monitoring stations across Indo-Nepal cross borders to vulnerable communities and all the way to brothels in India and beyond for rescue and interception from transinternational.
- 4. **Women Safe Haven** (WSH) a safe women's shelter of 42 capacity along with 10 different life skills training, Regular and professional psychosocial counseling, and a business packages through Microfinance and Cooperative is made available to ensure safe meaningful rehabilitation.
- 5. **3 Angels Community Radio 94.6** (3ACR) 17 hours of daily broadcast across Nepal with health and anti-trafficking materials on focus have been contributing quite substantially to create awareness in the reduction of trafficking. Plan further moves ahead to construct our own media house and broadcast through to YouTube as a means to further affect the cause.
- 6. **Prison and Community Development** (PACD) 3 Angels Nepal is a Community focused victim/beneficiaries-friendly organization, committed to the support, develop and empower orphans and disadvantaged children, vulnerable women and young girls within the vulnerable communities. Our programs not only provide children with an education, but also a voice and a safe and supportive environment where

they can confidently share their opinions to bring about a positive change in their personal life and in their communities.

- 7. **Initiatives for Financial Sustainability** (3AIFS) 3AN envisage that by 2020 3AN will reach 80% self-sufficiency. The operation of the following business initiatives have not only encouraged within 3AN financially but have alleviated 3AN to be a role model to other NGOs as an example for the sustainability model. IFS is established with a view to provide additional training avenues for the rescued survivors and a means of survival for their comfortable future, therefore, all employment under these units are to be focussed to the survivors.
 - > Bore well and water sale
 - ➤ Bakery
 - > Peanut butter
 - ➤ Garment factory
 - ➤ Printing press
 Although, these incomes generating units have been challenging initially but these have now been encouraging as they built up and further developed in to making profits. (For details refer to the IFS Operating Guidelines)
- 8. Cooperative bank: 3 Angels Saving and Credit Cooperative Limited (3ASCOL) is established to provide financial support to the vulnerable to trafficking and survivors so as to empower them to become entrepreneurs of their own choice. (For details refer to Cooperative operating guidelines)
- 9. **Micro Finance**: The aim of launching Micro Finance (MF) project is to alleviate poverty from the vulnerable community/s which is one of the root causes of

trafficking. Through to MF packages the survivors or the potential at risk will be encouraged to work in a group for a corporate or collective business so as to ensure protection being in a group and at the same time do a successful business.

- ➤ To lease land in various vulnerable communities as an additional avenue for the survivors to do agriculture so as to even attract government funding for them if their businesses are successful.
- > 3AN will buy all their production and facilitate marketing for them.
- ➤ To provide micro loans for minimum interest rate and without collateral to encourage business of their own choice and to make them each an entrepreneur of their own business.
- > To add value to the survivors by providing hope for their bright and happy future.
- ➤ To root out the cause of trafficking (Poverty alleviation) (For details refer to MF operating guidelines)

4. Programs/Projects Management Policy

What is STP - Short Term Project?

STP means doing a particular task with a time and resources designated for less than 2 years or any activity that 3AN agrees to carry out for less than two years is termed as short term project/s. Such as construction project, making documentary, conducting researches, training/capacity building, etc.. that has limited time bound and resources.

What is a Project?

Project means a collaborative efforts made by 3AN to accomplish a targeted goal within a designated time frame for a specific goal and objective, Such as (AHT) Anti-human

trafficking project, Microfinance, (PACD) Prison and community development etc. that still has time frame attached to achieving the set goal.

What is Program?

Means that certain activities carried out by 3AN has no time frame limitation or 3AN envisage to carry out on long term basis. Such as Radio, School, Children Homes, Cooperative bank, Business Initiatives etc...

What is Department?

Means certain projects/programs fall under one category by its nature of work such as schools, training centers, college failing under an education department and likewise 3AN run business initiatives like Bakery, Garment, Water supplies, Shops, Farming and agriculture etc.. falling under an IFS department.

However, Programs and Projects are defined as initiatives that 3AN operates. Each program/project or department may have its own departmental governing or operational guidelines and policies relating to its own department. Staff falling under a particular department is also in compliance to his/her departmental policy and guidelines. Eg. Children Homes, WSH, School, Anti-trafficking, Branch operation, Radio, Community and Field, Cooperative bank, Microfinance and any other to be operated by 3AN in the future.

To ensure good governance, transparency and accountability each Project/Program may have the following

- ➤ Project/Program Manager
- ➤ Separate bank account and an accountant for separate books of records and assets registry for the respective project/program
- ➤ May have its own departmental operating guidelines where necessary and applicable regardless of its size and nature that will be in harmony with 3AN central policy.

➤ Regular monitoring, supervision and Inspection will be conducted from the central office to ensure quality services and effective implementation of programs as per the MoU with the respective funding partner/s.

All policies of 3AN will be in accordance and in harmony with the government of Nepal policies and guidelines; for each activity that 3AN carries out, whether in field or in the office. Every one employed by 3AN must comply with all related policies and guidelines. 3AN policy and guidelines do not exclude volunteers, ambassadors, visitors, supporters, donors or partner organizations.

Exist with Existence Approach

Exit with Existence means; 3AN will exit its presence from directly managing the project to play a supportive role to the local government or the local community by handing over to the local government/community to take over the project that 3AN is no longer able to continue. However, 3AN will continue its presence through advocacy and possible indirect support as long as the local government/community seek to receive support from 3AN. Therefore, 3AN aims to have a close coordination and collaboration with the local government and community for the long-term sustainability of all 3AN projects/programs so as to ensure the local community is benefited ultimately.

Sustainability Approach

One of the models for project sustainability is the continuation of financial resources that 3AN will strive hard to generate locally through to an operation of income generating units. 3AN aims to financially sustained by 80% through its own local income generation initiatives. To ensure this, 3AN has established a profit-making company "Initiatives for Financial Sustainability. Any profits generated by this will be used to feed in to project/program that requires funding.

Any project/program when it is time to wind up with whatever reason, this will result in handing over its related assets and liabilities to the other existing 3AN programs in consultation and agreement with the respective project funding partner.

All employment related to the closed down project will be ceased with 30 days prior notice.

The same project shall be handed over to the local government/community to take on thereafter.

5. Human Resource Management Policy

Human Resource Management simply means managing the available human resource affiliated with 3 Angels Nepal. It denotes to 3AN staff/personnel (All types of contracts), Volunteers, Expatriates, Ambassadors. While employing, 3AN will adhere to ILO minimum and basic principles, Labor laws and labor act of Nepal (2017), Nepal's taxation and its policies relating to employment. (For details refer to 3AN HR Manual 2018)

6. Anti-Terrorism Policy

3AN is concerned with integrity and security of its projects and personnel and takes a conservative approach to risk. Therefore, 3AN will not be involved with terrorism, or with individuals or organizations that undertake, endorse or support—financially or otherwise—terrorist activities and agendas. This also means support, endorse or undertake terrorist activities, receive their funds from any identified terrorism group or organization or individual.

7. Anti-Corruption/Fraud Policy

- 3 Angels Nepal has "0" (Zero) tolerance to any kinds of fraud; financial crime and in particular to preventing, detecting, investigating and reporting fraud and bribery.
- 3 Angels Nepal conducts its activities with honesty and integrity and as a result promotes an organizational culture from the top down that will not tolerate any act of fraud or bribery. (For details refer to 3AN Anti-fraud policy)

8. Child Protection Policy

Child abuse is a global problem, which shows no respect for culture, religion or geography. As an organization, we recognize that poor children who are isolated from family in boarding schools or children's homes are vulnerable to abuse. We recognize that the relationship between powerful aid givers and the powerless poor is also conducive to child abuse and exploitation.

Nevertheless, child abuse is preventable and can be limited by the development of good policy, ongoing monitoring and development of a 'child safe' motivated organization. It is our responsibility to minimize the potential for child abuse where possible while maximizing the ability to respond appropriately to child abuse when it is alleged.

3 Angels Nepal's COMMITMENT TO THE PROTECTION OF CHILDREN

3AN is committed to the protection and welfare of children. All 3AN personnel are therefore encouraged to engage in positive supportive relationships with all the children that they encounter.

There is a biblical basis for 3AN's commitment to the protection and welfare of children. The Bible recognizes that children are made in the image of God, who created them to have worth and the same value as adults. The Bible therefore encourages and instructs us as

caretakers of children to protect and nurture them.

There is also a legal basis for 3AN's commitment to the protection and welfare of children. "Nepal's Children's Act" 2048 (1992) and the "Standards of Operations and Management of Residential Child Care Homes" 2012; and the UN Convention on the Rights of the Child (UNCRC) have been ratified by the Government of Nepal. The UNCRC lays out the rights of children, and the obligations of others to protect children.

(For details refer to 3AN Child Care and Protection Manual) 3AN's Child Protection Policy which includes Code of Conduct, encourages 3AN personnel to act with care and integrity in relation to all children they encounter, at levels and at all times.

"...all forms of physical and mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse."

9. Trafficking In Person (TIP) Policy

Human Trafficking and sex slavery in persons is a global phenomenon and one of the most prevalent crimes of the modern world. It takes a heavy toll of hundreds of thousands of victims annually, and indiscriminately affects stability of families, societies and nations. International organizations, governments, and non-governmental groups have recognized human trafficking as a contemporary form of slavery and – in certain circumstances – a crime against humanity.

As an organization, we recognize that all vulnerable women and girls are prone to abuse and exploitation. We recognize that the relationship between powerful aid givers and the powerless victims is also conducive to abuse and exploitation.

Nevertheless, risks and abuses are preventable and can be

limited by the development of good policy, ongoing and development of a 'safe' motivated monitoring organization. Therefore, It is our responsibility to minimize the potential for any abuse where possible while maximizing respond appropriately to vulnerable to the women/girls abuse when it is alleged. Although, 3 AN is not directly responsible for the formulation of policies and implementing actions on behalf of the Government of Nepal, however, 3 Angels Nepal is responsible for its own policies and operational guidelines that is in harmony with GoN 2007, UN Convention HTTCA **Anti-Human** on Trafficking, UNICEF guidelines etc...thereby, having a moral obligation to minimize risk to those we support. 3AN welcomes partnership with individuals/organizations who uphold these same values.

3 AN believes in the Christian ethics where the Bible states that women are the apple of God's eyes and therefore, pays high respect for all women regardless of their race, class, caste, creed, culture, religion or ethnicity. 3AN expects no tolerance to any kind of abuse to any woman or child within our work area. (For details, refer to 3AN Women Care Protection Manual 2018)

10.Environment Policy

3 Angels Nepal recognizes that there are often linkages between poverty and environment. We have a responsibility to use the earth's resources in a way that leaves a positive ecological and environmental footprint for future generations.

Issues such as: type of technology used and its effect, reduction of water pollution and waste, fertilizer usage, waste disposal, animal contamination of water sources, erosion, soil degradation, forest retention and expansion, over-stocking and over-cultivation, should be discussed

during the 'needs assessment' phase of project planning.

3 Angels Nepal together with community stakeholders, are responsible for the identification of environmental issues and the active search for solutions within their culture. Development projects should always aim to achieve sustainability in the given environment.

11. Fundraising Policy

Source of fundraising

3AN will seek to explore any potential avenues to 'raise funds' or generate income that is approved by the government of Nepal to carry out projects/programs in the most effective sustainable model. Some sources are as follows:

- 1. Membership fee
- 2. Receive regular donations from family, friends, churches, communities...
- 3. Receive donations from the external sources (Other countries) through project partnership agreements from those who share common values and objects with 3AN subject to the prior approval from the Social Welfare council and or any other government body responsible for the approval of external financial sources.
- 4. Public fundraising Donation collection, charity auctions, charity shows etc... (Permission taken from the local authorities prior to conducting event when required)
- 5. Sale of goods and services produced within 3 AN capacity.

12.Gender and Development Policy

3AN recognize that sustainable development can only be achieved with the active participation of all members of the community. Gender equality and development is an integral part of universal human rights and an important development goal in itself. Providing equal rights and access to resources and opportunities to women and men is crucial to the goal of reducing poverty, illiteracy and disease. Goals and priorities for tackling gender equity will vary from country to country and should be sensitive to specific needs.

What is Gender?

Gender is the range of characteristics pertaining to, and differentiating between, masculinity and femininity. It can also refer to socially constructed differences between men and women, boys and girls. It is about the way people relate to one another within a particular social context.

What is Gender and Development?

Understanding both women's and men's roles and responsibilities within the community and their relations to each other have become known as the Gender and Development (GAD) approach. Improving the status of women is no longer seen as just a women's issue, but as a goal that requires the active and equal participation of both men and women. GAD promotes reducing the gap between women's and men's access to and control of resources and the benefits of development.

Aim of Gender and Development Policy

• To improve women's access to education and health

care.

- To improve women's access to economic resources.
- To promote women's participation and leadership in decision-making at all levels.
- To promote the human rights of women and assist efforts to eliminate discrimination against women
- To incorporate a gender perspective in all 3AN programs/projects.

3 Angels Nepal encourages and actively supports the aspects advancement of women in all administration. Women are given equal status to men as decision makers, planners, participants, contributors and 3AN beneficiaries. With respect to development programs, the socio-economic, political and cultural processes of development all involve women to a significant degree in equal proportions to men. The policy is a practical guide to assist 3 Angels Nepal and partners to fully consider how women and men will participate in and benefit from development activities, as GAD policy requires.

13.HIV/AIDS Policy

Acceptance

3AN believes that every individual is important, has intrinsic value, and has the potential to be whole in body, mind and spirit. Those who suffer from any illness, including Human Immunodeficiency Virus (HIV), should not experience rejection at any level from the society in which they live. 3AN policy is to provide unconditional acceptance regardless of how the virus was contracted and without discrimination.

Through inclusive care, 3AN endeavors to encourage positive

change in community attitudes, behaviors and environment and the development of quality relationships with infected individuals.

14. Human Rights Policy

Impartial humanitarian aid and development

3AN carries out humanitarian projects to provide aid to combat trafficking at all levels and provide long term solutions through the provision of quality education and awareness aid and development projects, completely impartial of race, class, status, culture, religion, creed, gender and political affiliation.

In providing quality aid and development, 3AN will strive always to uphold, maintain and abide by international treaties, customary law, conventions and various international memorandums of understanding.

3 Angels Nepal specifically recognizes:

Universal declaration of Human Rights (December 10, 1948) as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this declaration constantly in mind, 3AN shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.

Compliance with international laws and treaties

In all consideration 3 Angels Nepal will consciously work

within the international regulations and laws that are ratified by the Nepal government. However, 3AN takes no responsibility for individuals whose actions fall out of our knowledge and may violate any international laws or treaties. Any 3AN staff, partner organization, volunteers or visitors willfully choosing to act inappropriately and in violation of International Human Rights Law will nullify their agreement with 3AN

15.Political Policy

3 Angels Nepal DO NOT undertake political activities with the donations received from the project partners.

Political Involvement

3AN adheres that Funds and other resources designated for the purposes of aid and development will be used only for those purposes and will not be used to promote a particular religious adherence or to support a political party,

Positive Government Relations

3 Angels Nepal expects a positive relationship between the organization and its government therefore, 3AN seeks its favor at all levels in relation to certifications, recognitions, approvals, agreements, accreditations, resources, etc. 3AN has many examples of positive partner relationships with the government and its agencies. Therefore, 3AN will by all means abide by the in-country legal requirements.

16.Welfare Policy

Difference between Development, Relief

and Welfare

Development: a comprehensive economic, social and cultural process which aims at the constant improvement of the well-being of all individuals in the area/community. It involves their active, free and meaningful participation in the process and in the fair distribution of the benefits that result.

A development project or activity that aims to produce sustainable benefits that will endure after assistance has ceased.

Relief: provision of basic support to people in emergency situation, for example, natural phenomena such as earthquakes, or chronic disasters such as famine; or conflict or political instability.

Relief measures are usually temporary and are directed at providing life - sustaining assistance or short-term recovery assistance aimed at putting people 'back on their feet'.

Relief is provided to groups of people, such as communities, directly affected by a disaster.

Welfare Assistance that keeps individuals in a particular condition lona-term basis. For а example, on institutionalized care programs provided by orphanages, child sponsorship (that is, funds given directly to children or their families, and not funds drawn from child sponsorship used for development purposes), hospital care programs, hospices, costs for the maintenance of structures for institutionalized care programs (for example, schools or orphanages).

Welfare is implemented independently of other sustainable community development activities and includes no strategy for integration into a broader, community development program. It is provided on an individual or family basis, rather than on a community basis, and is unconnected to emergency needs. Welfare activities are implemented on a

long-term basis with no clear exit strategy." Therefore, 3AN envisage to move away from the welfare to more of developmental approach while implementing projects and programs

17. Finance Management and Internal Control Policy

The finance management and Internal control is an integral part of any organization; to ensure optimum utilization of resources that is available with a cost effectiveness approach for better accountability, transparency and integrity of Donors funds 3AN practices a well written financial policy that is in line with the government of Nepal's accounting and auditing standards and as provisioned in the constitution of 3AN.

The main objective of this policy is to bring a convenient and transparent way of financial management and internal control at all levels within the organization. (For Details refer to 3AN Finance Management and Internal Control Policy Manual 2018)

18.Transportation Management Policy

It is defined as a guidelines to be followed by all 3AN staff to ensure proper utilization of organization owned means of transportation such as 4 Wheelers, 2 Wheelers, push bikes or any. It is further defined that; all the means of transportation must be handled with care and serviced duly for the best interest of the organization. This policy governs for both parties

1. For the use of the organization owned means of

transportation by staff member

2. Staff owned means of transportation used for the office purpose. (For further details, refer to 3AN Transportation Management Policy 2016)

19.Assets and Management Policy

Property

20.Insurance Policy

As part of risk management, 3AN will ensure insurance of the organizational properties and staff

Properties such as

- 1. Vehicles (4 Wheelers and 2 wheelers)
- 2. Heavy Machineries and Equipment that the organization values for long term use and worth insuring that will be determined by 3AN board during the time of purchase or make investment on shall be insured.
- 3. Any other item that is felt necessary to be insured for the best interest of the organization.

Staff insurance:

Staff security is a priority of the organization. The organization will do everything possible to ensure staff

security within the office hours. All staff employed by 3AN is required to follow the security management system implemented by 3AN. Failing to abide by the system will deprive personnel from claiming this benefit.

All types of insurances are subject to abiding by the rules and regulation of the insurance party/s in addition to this; staff is also required to abide by 3AN insurance policy. For further details (*Refer to Staff Security and Insurance Policy 2016*)

21.Monitoring and Evaluation Policy

3AN believes in the close monitoring and impact evaluation of every program/project it undertakes to ensure proper utilization of resources to maximize impact with cost effectiveness approach.

Supervision and Inspection of all projects/programs are conducted once in every quarter by the respective line manager, its accountant and any program stakeholder to ensure all activities are carried out in accordance to the planning.

Monitoring and Evaluation of all projects/programs are conducted once a year to ensure that the projects/programs are well run towards achieving the stated goals and objectives. The Ad.com forms a M&E team to conduct M&E at-least once a year and submits the reports to the Ad.com.

Besides the above, 3AN will jointly conduct onsite monitoring and evaluation with its Funding partners and government line agencies as per their requirements and desires.

22.Medical, Accidental Insurance policy

and

- 3 Angels Nepal values her staff's welfare, protection and security hence, the following policies are in place: This is applied to all 3AN national staff appointed under the regular status.
 - 1. All regular staff is encouraged to do their entire family's health and medical insurance with the GoN health/medical insurance policy (2016/2072/73)
 - 2. 3AN will cover 50% premium to staff member and 25% to their children and spouse. (For details refer to 3AN HR policy and 3AN POLICY RELATING TO STAFF MEDICAL ACCIDENTAL AND INSURANCE December 2016)

Medical Bills and Hospitalization

The medical bills will only be approved in case of hospitalization of staff member and or if the treatment is not covered within the Insurance policy of the *GoN Health and Medical Insurance policy (2016)* that 3AN makes it mandatory for all staff and their family members to apply.

Accidental

Staff accidentals will be in accordance to the GoN under accidental of staff policy (New labor act 2016)

3AN will clearly mention in the (SLA) Service Level Agreement defining about the coverage of this facility to staff during the contract agreement time. However, the accidental is covered as per the labor act of those regular staff only. (For details refer to 3AN HR policy and 3AN POLICY RELATING TO STAFF MEDICAL ACCIDENTAL AND INSURANCE December 2016)

23. Policy relating to Donor, Partner and Ambassador

Who is a donor?

Any individual or organization who shares common values with 3AN and wishes to support financially or otherwise in support of the work of 3 Angels Nepal.

3AN will work with donors who agree to abide by the law of the Nepali land and 3AN policies.

3AN will not work with donor who is proved to be criminal, or involved with any form of terrorism activities, fraudulent etc..

Management of Donor/s

The CEO is responsible in managing the donors through honest communication and transparent reporting as per the need of the donor. The CEO will liaison someone in his absence for uninterrupted communication and reporting.

Who is a Partner?

Any organization who shares common values with 3AN and wishes to work for common good of the beneficiaries that 3AN outlines through to project/programs agreements (MoU)

3AN will work with partner/s who agree to abide by the law of the Nepali land and 3AN policies.

3AN will not work with partner who is proved to be involved in any criminal activities or with any form of terrorism activities and any form of fraudulent etc..

Management of Funding Partner/s

The CEO is responsible in managing the funding partners through honest and transparent communication and reporting as per the need of the funding partner. The CEO will liaison someone in the office responsible for a regular communication and reporting to fully satisfy the funding partners meeting their requirements.

3AN will ensure the following while managing the funding partner/s

- Signing of MoU for a specific period of time and for specific projects, ensured before commencing of any project this is applicable for all funding partners in order to receive project approvals from the government of Nepal
- 2. Regular reporting and communication ensured
- 3. Provide favorable room for partner/s to express, provide feedback, suggestions and advices with a view of serving for the best interest of Partnership
- 4. Involve and include Partners in the main events/function's of 3AN
- 5. Recognition and appreciation given to partner/s regardless of the size of support/service they provide to 3AN

Who is an Ambassador?

One with a formal or official appointment received from 3 Angels Nepal is an Ambassador.

Any individual who shares common values with 3AN and rightly represents 3AN and wishes to support financially or otherwise to help the work of 3 Angels Nepal and has rightly represented 3AN with his or her volunteer service for the past two years and wishes to further continue her/s volunteer services can apply for this position.

Roles and responsibilities of an Ambassador

- 1. Educate and aware the community of their appointment about the good work of 3 Angels Nepal.
- 2. Receive official information and promotional materials from 3AN
- 3. Promote 3 Angels work within their region/community of appointment
- 4. Provide suggestions, feedback and advice to 3 Angels Nepal to further the work
- 5. Coordinate with the official liaison office/officer of 3AN within their region of appointment for funds management and transfer

Termination and Dismissal of Ambassador/s

The CEO is responsible in managing the Ambassador/s and under the following circumstances execute dismissal or termination of ambassadors.

- 1. Misuse of funds
- 2. Improper reporting
- 3. Involved in any kind of fraud or criminal activities
- 4. When questioned on morality, honesty and transparency
- 5. Not rightly representing 3AN, involved in disputes, fights and continued confrontations.

24.Funds Management Policy

Proper and effective Management of funds in any organization becomes critical for its success, therefore, 3AN takes this, a highest priority to ensure proper and systematic way of managing funds that will even intevein risks to certain degrees.

Building core funds

In an uncertain NGO world, 3AN has envisaged increase self

sufficiency to decrease dependency and partly this can be achieved by building a core funds to mitigate potential risks, create provisions and plough back CF in to generating further in order to sustain initiatives.

Source:

- 1. Membership fees
- 2. Sale of scraps and newspapers
- 3. 25% profits from all business initiatives run by 3AN
- 4. Unspecified/unrestricted donations
- 5. Willful donations to this title
- 6. Proceeds from Investments
- 7. Unspent contingencies
- 8. Provisions
- 9. Interests earned

Restricted and Unrestricted funds

Donor funds that are specified to a specific project or program or activities are called restricted funds. These funds must be used as designated or earmarked by the funding partner or donor.

Unrestricted fund is that which has no specification or restriction by the giver. These funds can be used for the best interest of the organization to meet the immediate needs, meet shortfalls, or even a portion can be taken in to core funds as seen appropriate and fit with the circumstances.

Risk Management Fund (RMF)

The following steps are carefully undertaken to mitigate potential risks in the organization

- 1. Clear identification of foreseen risks from all programs are prepared annually
- 2. Ensure RMF (Risk Management Fund) for all programs/projects as part of the operating budget.
- 3. Staff medical insurance and accidental insurance are in

place inline with the government policy to mitigate potential risks.

25.Affiliations and associations Policy

Alliance and Affiliations:

3AN Believes in joint efforts to best mitigate the issue of child protection and trafficking; hence, a strong coordinators and alliances will be built to strengthen our efforts at work for further effectiveness:

3AN will develop alliances and affiliations with LMOs - Like Minded Organizations and relevant line agencies even beyond Nepal and ensure affiliation where appropriate and necessary. 3AN will however, work towards leading alliances and networking in Children and Trafficking sectors for stronger advocacy aiming to reach up to the policy making levels to further impact the efforts.

26. Stakeholders Management Policy

The effective management of stakeholders will reduce a lot of unnecessary consumption of time, efforts and resources, therefore, 3AN will take the following steps as a strategy to Manage stakeholders and line agencies:

- 1. 3AN will clearly identify and categorize direct stakeholders with that of secondary or indirect stakeholders.
- 2. Stakeholders analysis and review conducted periodically
- 3. Recognition and reciprocal relationship expected with stakeholders

- 4. Regular reporting and coordination with all stakeholders
- 5. Based on partnership approach, a joint venture is sought for any required work/efforts
- 6. Look for opportunity for matching grants for any joint efforts
- 7. Allocate funds for social welfare and common celebration
- 8. Annual feedback received from the stakeholders
- 9. Annual meetings with stakeholders for improvements in the relationships and effective implementation of 3AN programs/initiatives
- 10. The same shall be applied to GLAs and LMOs

27. Advocacy Policy

Advocacy is one of the main outcomes that 3AN will look in to achieving especially in the area of Child Protraction, Women Empowerment, Anti-Human Trafficking, NGO sustainability and Community development and Raise the voice of voiceless.

3AN will work towards making its significant presence at the policy making levels, it may apply a joint venture or individual approach as seen fit and appropriate

28. Auditing Policy

- 3 Angels Nepal will conduct several auditing to ensure effective management of resources, to be more cost effective, to be transparent at all levels of the management
 - 1. **Internal audits** are carried out by both Account committee and Partner organizations at least once a year.
 - 2. External audit An overall audit conducted by the

government of Nepal through to government recognized auditor and if the need be a chartered accountant shall be encouraged to fully audit once a year meeting the accounting practices and standards recommended by the government of Nepal.

- 3. **Social audit** A social audit is conducted once a year by Stakeholders, GLAs, LMOs, Beneficiaries and community leaders to ensure 3AN practices transparency, accountability to walk in the right path of achieving the stated goal and objectives of 3 Angels Nepal.
- 4. **Public/Audit hearing** Public hearing is also encouraged to conduct in the event when GLA or public make a request.

29. Safety and Security Management Policy

- 1. Develop backup storage mechanism (Hard drive, google drive, dropbox etc) for all official documents
- 2. fortification of compound walls and security guards deployed where necessary
- 3. Insurance of all valued assets
- 4. Development of core fund
- 5. Ensure disaster relief intervention (Fire extinguishers, first aid box, tents etc) for an immediate intervention.
- 6. Taxes, renewals are done in due course
- 7. Assets and properties such as land and buildings are kept under the trust registration

Declaration:

This 3 Angels Nepal - Policy Manual will come in to effect from the 1st of July, 2018.

3AN board reserves all the right to amend and make

changes, update and upgrade at any time felt required and necessary. Any of the point written in this policy manual that is contradicting or conflicting to the law of the land, shall be deemed to revision and update.

Awards and Honors

- 3 Angels Nepal with its high performance have received various prestigious awards and honors
 - 1. International award on **NGO Leadership in Sustainability** (2017)
 - 2. Asian award as **eNGO award** for the best empowerment to the trafficked survivors (2017)
 - 3. Awarded by Kaski **District police** 2016 for the best fight against trafficking
 - 4. **National Award** for the best fight against trafficking (2015) by Social welfare and women and children ministry of the government of Nepal
 - 5. Awarded by **ACORAB** for the best community radio in western regions of Nepal. (2014)
 - 6. Awarded as one of the best NGOs in Nepal for good **governance and transparency** by NGO Federation and Social Welfare Council (2014)
 - 7. Honored by various district police office (DPOs), district government offices (DGOs) and public and private entities.