



Family and Fellows Foundation – Code of Conduct

ANNEXURE B

PROJECT LIFE CYCLE TEMPLATE

1. Initiation and Feasibility
 - a. Needs Assessment
 - i. Conduct socio-economic survey
 - ii. Document target beneficiaries, expected impact and alignment with Foundation's mission
 - iii. Responsibility: Secretary Planning or by Project Sponsor
 - b. Initial Resource Scoping
 - i. Initial funding requirement
 - ii. Human Resources/expertise (in-house/external) required
 - iii. Responsibility: Secretary Finance, Secretary Admin/HR
 - c. Management Committee Approval – Initial feasibility report to be presented and approved by Management Committee before presentation to Board
 - d. Board Approval – Present feasibility report to Board for resolution of approval
2. Funding and Resource Mobilization
 - a. Permitted Funding Sources
 - i. Zakat contributions (subject to segregation and usage controls)
 - ii. PKR denominated domestic donations
 - iii. In-kind donations
 - b. Presentation and Approval of Budget
 - i. Budgetary estimate to be presented and approved as per financial controls
 - ii. Responsibility: Secretary Planning and Secretary Finance
 - c. Fund Control Measures
 - i. All funds to be routed through dedicated Program bank accounts
 - ii. Maintain separate accounting ledger for Zakat and Non-Zakat funds
 - iii. Responsibility: Secretary Finance
 - d. Procurement Plan – Procurement plan to be approved by Board/Management Committee as per financial limits
3. Execution and Monitoring
 - a. Procurement – As per approved procurement plan
 - b. Progress Tracking

- i. Geo tagged progress photos/videos submitted to Planning Secretary
 - ii. Site inspection reports filed at least once per quarter
 - iii. Responsibility: Secretary Planning
 - c. Financial Reporting
 - i. Quarterly expenditure statements reviewed by Audit Committee
 - ii. Mid-term variance analysis against approved project budget
 - iii. Responsibility: Secretary Finance
 - d. Beneficiary Management – Maintenance of secure beneficiary data by Secretary Administration/HR
4. Closure/Evaluation and Audit
- a. Project Closure Report – To be completed and presented by Secretary Planning within 30 days of project completion
 - b. Impact Evaluation – To be done by Program Director
 - c. Financial Closure and Final Audit – To be completed by Secretary Finance and Auditor

ANNEXURE C

VOLUNTEERS MANAGEMENT SYSTEM

1. Key Operational Protocols
- a. Hour Verification
 - i. Check-in/out at project sites
 - ii. Through Foundation Online Portal
 - b. Performance Tracking
 - i. Quarterly 360° Reviews (Supervisors, beneficiaries)
 - ii. Digital badge on Foundation Portal
 - c. Demotion/Suspension
 - i. More than 3 unresolved complaints – Temporary Tier Reduction
 - ii. Ethical Violation – Blacklisted for volunteering with Foundation

TIERED VOLUNTEER SYSTEM

Tier	Bronze	Silver	Gold	Platinum
Hours Contributed	Min 50 hours/year	125+ cumulative hours	300+ cumulative hours	500+ hours & specialization
Performance Metrics	80% task completion rate	90% task completion rate	95% task completion rate	Leads Impact Assessments
Benefits	Training Certificates	Priority for Paid Internships	Nomination for Foundation awards	Nomination for National Awards
Promotion Process	Require score* 75%	Require score 80%	Require score 85%	

• Promotion Assessment Formula:

$(\text{Hours} * 0.4) + (\text{Supervisor Rating} * 0.3) + (\text{Training Certifications} * 0.2) + (\text{Beneficiary Feedback} * 0.1)$

ANNEXURE D

CODE OF CONDUCT AND ETHICS POLICY

1. Preamble and Purpose

Family and Fellows Foundation is committed to the highest standards of ethical conduct, integrity, and accountability in all its activities. This Code of Conduct (“the Code”) applies to all Board Directors, Management Committee members, employees, volunteers, and Program Advisors (collectively referred to as “Representatives”). Its purpose is to:

- a. Protect and uphold the Foundation’s reputation, credibility and public trust
- b. Provide practical guidance for ethical decision-making in complex situations
- c. Ensure compliance with all applicable laws and regulations of Pakistan
- d. Promote a culture of honesty, transparency, fairness and responsible stewardship

2. Core Values

- a. Self-Respect and Human Dignity We ensure that each beneficiary is treated as an equal human being, never as a passive recipient of charity.
- b. Integrity We act honestly and ethically in all dealings/decisions.
- c. Accountability We operate in an open manner, subject to public scrutiny.
- d. Fairness and Non discrimination We treat all individuals with dignity and respect without discrimination based on religion, caste, colour or creed.
- e. Stewardship We responsibly manage the resources entrusted to us by donors and beneficiaries.
- f. Transparency We ensure our decisions and financial matters are open to audit, inquiry, and scrutiny.

3. Conflict of Interest

- a. Definition A conflict of interest exists where a Representative’s personal, familial, financial or professional interests may compromise, or appear to compromise, their impartiality and duty to the Foundation.
- b. Duty to Disclose Any actual, potential, or perceived conflict must be disclosed immediately in writing using the Conflict-of-Interest Declaration Form to Board Secretary.
- c. Examples Include but Not Limited To:
 - i. Having a significant financial interest in a vendor supplying goods/services to the Foundation.
 - ii. Using Foundation property or information for personal gain.
 - iii. Awarding grants, contracts or employment to family members (spouse, parents, children, siblings).
 - iv. Accepting substantial gifts or favours from individuals or entities doing business with the Foundation.
- d. Management Upon disclosure, the Board (or Management Committee delegated) will review disclosure and determine appropriate safeguards including:
 - i. Recusal from related discussions/voting.
 - ii. Written restrictions on access to information.
 - iii. Divestment of conflicting interest.
 - iv. In severe cases, suspension or removal from position.

4. Confidentiality

Representatives must maintain the confidentiality of all non-public information concerning the Foundation, its donors, beneficiaries and members both during and after their tenure. The following guidelines must be ensured in true letter and spirit:

a. Information Not to Be Disclosed:

- i. Beneficiary personal information
- ii. Donor details and giving history
- iii. Financial data, internal strategies or internal deliberations

b. Information Permissible for Disclosure:

- i. Any information already in the public domain
- ii. Information explicitly authorised for disclosure by Board
- iii. Information required by law, regulators or courts

5. Fair Dealing and Anti-Harassment

a. **Zero Tolerance** The Foundation prohibits harassment, bullying, intimidation, or discrimination of any kind whether sexual, verbal, physical, or digital.

b. **Respectful Conduct** All Representatives must treat beneficiaries, donors, colleagues, and partners with dignity and professionalism.

c. **Reporting** Harassment complaints may be filed confidentially through the Whistleblower Channel (see Section 9).

6. Use of Foundation Assets and Resources

a. **Authorised Use Only** Foundation funds, equipment, vehicles, facilities, and intellectual property are to be used solely for organisational purposes.

b. **Financial Integrity** All transactions must follow the Financial Controls Policy (Bylaws Article VI), with dual signatories required for disbursements exceeding PKR 100,000. Financial transactions must comply with the detailed Financial Controls outlined in Article VI of the Bylaws.

c. **Fraud & Misuse** Any suspected fraud, embezzlement, or resource misappropriation must be reported immediately. Violators will face disciplinary action and potential legal proceedings.

7. External Communications and Social Media

a. **Authorised Spokespersons** Only the Chief Executive, Secretary Information, or their written designees may represent the Foundation publicly.

b. Social Media Use:

- i. Representatives posting online must clarify that views expressed are personal.
- ii. Confidential or sensitive information must never be shared.
- iii. Content must not harm the Foundation's image or credibility.

8. Political & Religious Neutrality

a. **Institutional Neutrality** The Foundation is strictly non-political and non-sectarian. Its resources may not support any political party, campaign, or religious organisation.

b. **Personal Freedom** Representatives are free to hold political or religious views in their private capacity, but they must not imply endorsement by the Foundation.

9. Compliance & Reporting Violations (Whistle-blowing)

a. **Adherence** Compliance with this Code is mandatory. Breaches will result in disciplinary action, up to

and including dismissal, removal from office, and referral to authorities.

b. Duty to Report Representatives must report any suspected violation of this Code, the Bylaws, or the law.

c. Reporting Channels:

i. The Chair of the Audit & Compliance Committee

ii. Confidentially via ethics@familyandfellowsfoundation.org

iii. Through the process outlined in Bylaws Art. IV.7.d.

10. Protection Against Retaliation

Whistle-blowers acting in good faith are protected from retaliation. Any retaliatory act will itself be treated as a violation subject to disciplinary action.

11. Training and Awareness

a. All new Representatives must undergo orientation on this Code.

b. Annual refresher workshops will be conducted.

c. Management Committee is responsible for ensuring all Representative understand and follow this Code.

12. Acknowledgment

Every Representative must annually sign an acknowledgment confirming that they have:

a. Received and read the Code

b. Understood its contents

c. Agreed to comply fully

d. Signed acknowledgments will be maintained by the Board Secretary as part of the official compliance record

Appendix 1 to Annexure D

CONFLICT OF INTEREST DISCLOSURE FORM

I, _____, having CNIC Number _____ hereby disclose the following actual, potential, or perceived conflicts of interest that may influence my actions or decisions on behalf of the Foundation.

Please check any that apply and provide details below:

1. Financial Interest. I or a member of my immediate family have a financial interest in an organization that is a vendor, competitor, or partner of the Foundation

i. Details. _____

2. Family Relationship. I have a relative (spouse, parent, child, sibling, in-law) who is employed by, or is a board member of, a vendor, competitor, or partner of the Foundation, or is a beneficiary of its programs

i. Details. _____

3. Board Service. I or a member of my immediate family serve on the board of directors or governing body of an organisation that is a vendor, competitor, or partner of the Foundation

i. Details. _____

4. Gifts/Hospitality. I have received gifts or hospitality exceeding the token value limit from an entity that has or seeks a relationship with the Foundation

i. Details. _____

5. Other Situation. I have another situation that could be perceived as a conflict of interest

i. Details. _____

I agree to recuse myself from any discussion or voting related to the matters disclosed above.

Signature: _____

Print Name: _____

Date: _____

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