

CECI-Nepal Human Resources

Diversity Strategy 2006

Rationale for Diversity Strategy

CECI's mission is to fight Social Exclusion. To achieve its mission, CECI has developed a *Social Inclusion Policy*. The Policy proposes to *introduce gender sensitive and inclusive organizational changes within CECI and our partners*. The *CECI-Nepal Human Resources Diversity Strategy 2006* has therefore been developed in line with the Social Inclusion Policy in order to become an example of a gender sensitive and inclusive organization in the near future.

Issues

Promoting gender equality and social inclusion is not only a principle: it is also a tool to reach our target groups in the field; it is a means to give a voice to socially excluded groups and give them the power to orient development actions. Therefore, becoming a model of a gender sensitive and inclusive organization will contribute to ensure more efficiency in all CECI's interventions.

Centuries of inequalities and exclusion prevent Dalits, Janajatis and women from every castes and ethnic groups to access education, jobs opportunities and power. As a result, the recruitment of women and people from socially excluded groups with the qualifications requested in the type of work perform in an INGO remains a challenge.

Therefore, to become a gender sensitive and inclusive organization CECI has to adopt positive actions to ensure the recruitment – at all levels both in the organization and in the projects – of members from social groups that are underrepresented in our organization.

CECI-Nepal Human Resources Diversity Strategy 2006

The Strategy will help CECI-Nepal to become a more inclusive organization within three year.

The objective of the CECI-Nepal Diversity Strategy is to promote gender equality and increase the representation of people from different castes and ethnic groups among all levels of its staff.

The Strategy is based on 4 pillars:

- 1) Increasing the number of women and people from underrepresented groups among our staff at all level by setting target to be achieve in 3 years
- 2) Developing and maintaining a network with organizations representing women and socially excluded groups
- 3) Developing junior positions and internship to contribute to develop the capacity and experience of women and people from socially excluded
- 4) Making our hiring policy gender sensitive and inclusive

1) Increasing the number of women and people from underrepresented groups among our staff at all level by setting target to be achieve in 3 years

Setting realistic target from the current human resources gender, caste and ethnic profile in relation to the national gender, caste and ethnic profile.

- a) The current gender, caste and ethnic profile of the staff of CECI-Nepal

Current Caste and Ethnic Profile of CECI' Staff Nepal December 2006

Categories	Brahmans/Chhetris				Dalits				Privileged Janajatis ¹				Janajatis			
	Men		Women		Men		Women		Men		Women		Men		Women	
M1 – 3	3	100%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M2 – 5	2	40%	0	0	2	40%	0	0	0	0	0	0	1	20%	0	0
P1 – 5	2	40%	1	20%	0	0	0	0	0	0	1	20%	1	20%	0	0
P2 – 17	10	59%	3	18%	0	0	0	0	0	0	1	6%	1	6%	2	12%
S – 18	8	44%	1	5%	0	0	1	5%	3	17%	0	0	3	17%	2	11%
Total	25	52%	5	10%	2	4%	1	2%	3	6%	2	4%	6	12%	4	8%

Current Gender Profile of CECI' Staff Nepal December 2006

Categories	Men		Women	
M1 – 3	3	100%	0	0
M2 – 5	5	100%	0	0
P1 – 5	3	60%	2	40%
P2 – 17	11	65%	6	35%
S – 18	14	78%	4	22%
Total	36	75%	12	25%

	Brahman / Chhetri	Janajatis	Dalits	Others
National Profile in %	36%	37%	12%	5%

¹ Newars and Thakalis are considered as Privileged Janajatis

b) The following will be the targets for the CECI-Nepal for the next three years;

Team Leader Position (M1):

- ❑ Have at least one Woman and at least one Janajati and one Dalit

Program Officer Level (P1 and P2):

- ❑ Have at least 36% of the positions filled by Janajatis and 12% by Dalits.
- ❑ At least 25% of these positions should be for women.

Support Staff (S1, S2 and S3):

- ❑ Have at least 36% of the positions filled by Janajatis and 12% by Dalits.
- ❑ At least 25% of these positions should be women.

- 2) Hiring new Staff: At the time of Hiring new staff, for a new or ongoing project, CECI-Nepal will make an assessment of the staff profile and hire the staff to meet the target. Staff will not be hired from castes and ethnic groups that are already over the target.
- 3) CECI-Nepal will develop extensive networks with women's, Dalits' and Janajatis' organizations in order to be able to find candidates.
- 4) CECI-Nepal will create positions to prepare and train people from under represented communities to enhance their capacities such as "junior positions" and internships.

Diversity Guidelines for Hiring Policy

The Hiring policy will be applicable to all staff, including the National Consultants (assignments more than six months).

Selection on Merit Basis: The candidate shall be selected through a free and fair competitive recruitment process, taking into consideration the diversity strategy. The selected candidate for recruitment shall suffer no fundamental ineligibility, meaning the candidate selected is the most suitable among those who have been sought after. Direct hiring is to be avoided and if done, must be duly documented.

Interned Application for New Positions: Existing staff will have to undergo formal selection procedure. Prior internal recruitment will not be practiced in order to achieve

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the diversity objective. The formal selection procedure comprises of advertisement, receiving applications and the interviews based on the set targets (using the interview grid with scoring).

Standard Remuneration System: The salary recommended for the candidate is appropriate to his/her qualifications and experience and falls within the standard scale of personnel categories stated under the Personal Policy of CECI-Nepal.

Selection Procedure

Preparation of TOR:

The TOR (Term of References for consultant) and JD (Job Description for regular staff) for posts shall reflect the type of personnel required by the project, and that the TOR/JD shall be clear and complete. The basic element of TOR/JD shall be

- ❑ Project Title,
- ❑ Post Titles in accordance with the Personal Policy of CECI-Nepal,
- ❑ Duration of the Assignment,
- ❑ Duty Station,
- ❑ Duties and Responsibilities,
- ❑ Qualifications (this shall include in-depth of gender and social inclusion knowledge and skills),
- ❑ Experiences and other relevant requirements/information (such as immediate supervisor).

Opening of Position: The opening of position should be done as per the requirement based on the target set by CECI-Nepal. CECI-Nepal/Projects shall advertise the vacancies in English and Nepali media for local labor markets, coordinating with Women, Dalit and Janajati organizations and stating the following:

- 1) Post to be filled
- 2) The requisite academic/professional, qualifications/experience
- 3) The duties and responsibilities
- 4) Specific application requirements such as Bio Data and letter of application.
- 5) The deadlines for submitting applications.
- 6) Gender, ethnic or caste profile.

Content of the advertisement: the advertisement for all positions must specify (in bold character):

“In accordance with CECI/Nepal Human Resources Diversity Strategy, preference will be given to women, Dalits and Janajatis.”

The advertisement must **clearly specify** when the position **must** be filled by women, Dalits or Janajatis.

Short listing: At least two experts (technical and managerial people) shall be consulted to make a short list of the suitable candidates. A set of criteria shall be applied to screen the applications. The short-listed candidates shall be the ones who receive the highest scores. Selected applicants shall be invited in writing/phone to appear before the interview committee. Only interviewed applicants will be thanked by letter.

Interview: An interview shall be performed by a committee of three members. Depending on the depth of gender knowledge and skill required a gender expert may be appointed to sit on the committee. The interview committee will be responsible for applying gender and social inclusion checklist for depth of knowledge in gender and social inclusion. Interview Panel will use the interview grid to rank the interviewing candidates. The candidate shall receive a written and oral test. The interview shall have structured questions which are linked to job description and have a score on each question. Selection shall be decided upon the targets that CECI-Nepal has set for itself and the highest score for these groups of candidates. Successful applicants shall be informed in writing inviting them to take up their appointments.

Appointment: The terms of service will take any of the following post depending upon the nature of assignment:

- a) Full Time Contract (one year or more)
- b) Temporary Contract (less than one year)
- c) Part time Contract
- d) Consultancy Contract (More than Six Months).
- e) A letter of appointment will stipulate the salary scale, starting salary, an effective date of appointment, duration of appointment. The contracts should strictly follow the Personal Policy and Salary Structure developed by CECI-Nepal. Newly appointed staff will undergo a probation period agreed upon before formal hiring is completed.

Confirmation: A detailed yearly job description under the CECI-Nepal Procedure for Staff evaluation system shall clearly be explained by the immediate supervisor to the new employee.

Contract Agreement: There should be a standard Contract agreement of each category of post stipulating the general terms and condition of service and detailed terms.