Wage Policy of WASSAN (2014)

Introduction

WASSAN (Watershed Support Services and Activities Network) was established in 1999 with a small team. From this modest beginning, WASSAN grew up to a national level resource organization with a specific focus on natural resource management; watershed management; rain-fed agriculture and other issues. WASSAN conducted an elaborate exercise to develop its vision during 2003. In the light of this vision, WASSAN has gained credibility of a network based resource organization, with a wide range of partners – voluntary organizations; resource organizations; networks; community based organizations; academic agencies; government agencies at state and central government levels; donors; corporate agencies;

> **Vision of WASSAN**(2003)
> Entrench participatory processes through network approach that strengthen Natural Resources Management practices to secure livelihoods of deprived communities in drought prone areas.
>   -Participatory practices include Network, Capacity Building, Advocacy and Institutional development

individuals/ experts. WASSAN plays different roles in development process – facilitator and supporter to partners in building capacities; a networking and lobbying agency for better policies and program; implementing innovative projects in selected villages; creator of newer knowledge on field realities; partner with several types of agencies to operationalise policies & programs and so on. Given the changing context in development sector – newer role of state/ donors/ development agencies; newer aspirations of communities and partners; international and national level policies and protocols; degradation of natural resources including climate change related implications; changing governance arrangements – WASSAN realized the need for co-constructing its organization to meet the newer challenges of development processes. WASSAN embarked a co-construction process during 2012, in which series of consultations; discussions; workshops and brainstorming sessions were organized to evolve a new "organogram" of the organization. As part of this process, several earlier policies and practices are being revised and articulated in the context of "Brand New WASSAN". "Wage Policy of WASSAN (2013)" is one of such important policy documents, which is a product of similar consultations among WASSAN team members.

Purpose of Wage Policy (2013):

Provide guidance and direction on wage related issues such as – guiding principles; relationships between structure, pay scales and functions; types of employment with WASSAN; protocols for operationalizing incentives; human resource development & management, financial and project management".

Key Features of Wage Policy of WASSAN:

Situational Analysis:
A situational analysis of wage and compensation related arrangements in WASSAN (during Aug 2013) indicate the following. Table No A and B(Annexure No 1) give a clear picture of the current status of projects, staff and financial implications of the same.

1. WASSAN has partnerships/ projects with a number of donors and agencies. These are international donors; local (Indian) donors; consultancies; task/ output based projects, etc. As a result of such diversified partnerships/ funding sources, WASSAN is able to survive and flourish, without any core institutional grant.

2. While some projects of WASSAN have well defined allocations for human resource deployment as per the project requirements; training; documentation support; finance management support; overheads and project costs, many other projects do not have well defined allocations for these purposes.

3. Some of the projects do not have any allocations for these purposes (training; documentation support; finance management support; overheads), as these projects are consultancies and/or have output based payments.

4. WASSAN is providing necessary inputs (training, documentation, finance management, administration and other support) to all projects as per the needs(in the overall interest of the agenda). This is leading to a mismatch between project funds and expenditure; subsidizing some of the projects from WASSAN's own reserves.

5. Payments for wage/ remuneration are made in the following categories.
   a. Remuneration/ wages to majority of members of WASSAN team are paid from one source/ project. However, these members may also be performing tasks related to other projects of the organization, after meeting the obligations of these projects. (66 Persons)
   b. Remuneration/ wages of limited number of members of WASSAN team are paid from more than one project (multiple projects). (Eg: X no of months/year from a particular project and Y no of months/ year from another project). (13 Persons)
   c. Remuneration/ wages of some members of WASSAN team are paid from its own sources. There are no projects from which the wages/ salaries of these members could be paid. This category of payments has a serious implication on the financial health and sustainability of the organization. (10 Persons)
   d. The allocation of members to different projects/ sources is decided by requirements of the projects and availability of funds from these projects/sources. However, there are also observations that these arrangements are ad-hoc.

6. Total requirement of funds for salaries is Rs. 2.37 Crores/ Year. Available funds are Rs 2.39 Crores/ Year.This estimate is made based on the proposed revisions of salaries.

7. There are 13 positions that need to be recruited. The above estimate includes the cost of this team also (to be recruited).

Guiding Principles:

Given the above observations from situation analysis and feedback from co-construction processes, the following guiding principles are adopted for defining wage policy of WASSAN.

1. Employment in WASSAN is not permanent. Depending on the organization's mandate; funding situation; local conditions, professional competencies and other related issues, employment with WASSAN will continue and/or discontinue.
2. Wage/ remuneration to individuals should commensurate the tasks performed, responsibilities taken and results achieved.
3. Wage related arrangements (salaries, additional remuneration, shifting to bench, etc) should be able to balance the organizational goals, project deliverables and individual performances.
4. Wage related arrangements should be transparent, objective, differentiated and decentralized (at Node and Sub Node level).
5. Wage related arrangements should not undermine the financial health, stability and integrity of the organization.

Type of Workers with WASSAN:

WASSAN has the following categories of workers.

1. Long Term Contractual Employees
2. Temporary Contractual Employees
3. Expert Consultants

The above members could be performing different roles; taking up required responsibilities and working at different levels, irrespective of their time commitment and mode of payment.

Roles and Responsibilities of Functionaries

The wages/ compensations have to be linked to the roles & responsibilities and tasks performed by each member. It is important that these roles and responsibilities are clearly defined and adequately compensated for. The wage policy recognizes this need and defines them in this document. There are mainly three categories of roles & responsibilities and related tasks to be performed. These are defined now and linked with salary structure and compensation protocols.

1. Executive Roles and Responsibilities:
   Each member of the organization has certain executive functions, which are necessary in the context of projects and programs of a given sub-node and node. The wage/ remuneration is provided to each member to perform these basic functions and perform these roles.
2. Management Roles & Responsibilities:
   It is recognized that managerial functions are to be performed at three levels in the management of the organization. These functions/ roles are – Chief Operating Officers of each node; Associate Chief Operating Officer of each node and Anchors of sub nodes. It is

expected that these managerial functions/ roles are to be performed by individuals within the team in addition to the executive roles/ responsibilities. For performing these additional management functions, an additional allowanceis to be provided for these members.

3. Governance Roles and Responsibilities:

   It is also recognized that there are several honorary positions/ responsibilities that are to be performed for the overall functioning and governance of the organization. These are voluntary functions. Membership in committees; working groups/ task forces that could be established on any specific theme by the organization is honorary position. Similarly Executive Secretary and Associate Executive Secretary are honorary positions.

Time Allocations for Different Types of Functions – Basis for Wage Payments:

As each member of the organization has certain expertise and experience, these capacities could be utilized for all projects/ nodes of the organization, as per the needs of the organization. However, it is found that individuals find it difficult to allocate time from one project/ node to another node, due to a). Shortage of time and responsibilities of existing work in a given sub-node/ project b). Giving time to other projects leads to more work at individual level without any corresponding compensation c). Works/ tasks at one's own project are neglected leading to low performance. At the same time, there are several other types of activities that need to be performed in the overall interests of the organization (memberships in committees; organizing network meetings, etc). Given the need for promoting interdependence among all sub-nodes and channeling best of expertise available within the organization, it is important to promote a system where each individual has opportunity to contribute to different nodes/ sub-nodes/projects of the organization. This arrangement should facilitate seamless transfer of expertise from one node to another; one category of function to another. It is recognized that the following categories of functions are there, for which each member has to allocate time. (Table No 1)

Mandatory Functions - Choice of Belonging: Each member is expected to indicate the node/ sub-node to which one belongs to. This choice also indicates that the main mandate of this member is with this sub-node/ node. Majority of his/ her time is spent for this sub-node/ node.

Voluntary Functions – There are several functions that demand voluntary time and action from individuals, in the overall interests of the organizations. It is important that each member has to allocate certain share of one's own time for this purpose. This is a responsibility and honor to be part of this process.

Interest Based Functions – As each member would have certain interests (other than main mandate related functions and competency based functions), which could open up new opportunities for growth and eventually – professional opportunities. It is important to identify

such interests and nurture them. WASSAN intends to provide support to each individual in pursuing such opportunities which could be future growth opportunities for each individual.

The main compensation (salary/ wages) of each member is paid for performing these three categories of functions.

Competency Based Functions - Based on the existing competencies (experience/ expertise) of each member, one could provide professional inputs to other projects/ sub-nodes, which are not part of one's own core mandate (mandatory functions). The type of inputs could be defined as per the needs of the sub-node, to which the support services are provided for. It is important to indicate this clearly (time/ inputs from each member) and these services could be compensated for, if such funding provision is available. This provides an opportunity for these members to get

Additional Remuneration (incentives for the work/ tasks they performed), for performing additional tasks, which are in-addition to the mandatory functions; voluntary functions and interest based functions.The time allocation for these purposes by each individual is expected to improve the overall interdependency within the organization; open up newer opportunities; provide basis for compensating the performance, while meeting the mandatory and voluntary requirements. Table No 7 explains these arrangements.

Table No1- Time Allocations by Each Member of the Organization:				
Parameter	Main Mandate	Volunteerism	Interest Based (Growth Path)	Competency Based
What is this?	Each member has a specific mandate and project(s) related obligations. This has to be defined. This is also source of salary/ wage.	Common activities of the organization, where everyone is expected to take some responsibility.	There may be limited competencies at this point of time. WASSAN will support the process of developing relevant competencies of each individual as per the interest and needs of the organization.	Based on skills and competencies, each member could give time to other sub-nodes, as per the needs of that particular sub-node. This time has to be compensated for.
How to operationalise this?	Sub Nodes to develop projects and	SLT could seek time of each individuals, as per	Each person could indicate the themes of	Each person could indicate where one could allocate time

Table No1- Time Allocations by Each Member of the Organization:				
Parameter	Main Mandate	Volunteerism	Interest Based (Growth Path)	Competency Based
	constitute project teams. ToRs to be defined for each person.	the needs of the organization	learning/ capacity building. HID node to support this.	(to which sub node/ which project/ how much time). Node/ Sub node anchor will decide the appropriateness of this choice.
Who decides?	Individuals and Anchors of Sub Nodes	SLT and Anchors of Sub Nodes	Individuals and HID Node	Individuals and Anchors of nodes/ sub nodes to which he/she belongs to. But, this should be accepted by the project anchor to which such support is required .
Time Allocation by each individual	P%	V%	I%	C%
What is the implication on incentives?	Basic salary, etc.	Responsibility. No financial incentive. Only hard work.	Investment from WASSAN for growth of individuals	Financial and/or Non Financial Incentives
What is the basis?	- Project Plans; MIS, performance assessments - SLT members may give priority to those members within WASSAN, who deserve to be part of each stream, depending on the potential/ capacities/ experience of each member.			

Wages – Salary based Wages; Additional Remuneration and Shifting to Bench:
The wage policy of WASSAN has mainly three elements – Salary; Additional Remuneration and Bench. The quantum of wages/ compensation is guided by Time Allocation by each member of the organization.

Salary based Wages:

- Salary is offered either in the form of consultancy mode/consolidated salary or scale-based salary payments (with provident fund, etc). While the consultancy base payments/ consolidated salary payments are decided from case to case. The pay-structure for others follows salary scales.
- This salary is paid for performing the following functions – mandatory functions; voluntary functions and interest based functions. (Refer Table No 7)

Salary – Structure and Scale: (Refer Table No 2A and 2B)

1. There are six levels of designations – Field Assistant to Director
2. The earlier amount of each increments is suitably increased (in different designations) to reflect the increasing inflation and cost of living.
3. The time period for which the scales get stagnated are re-defined at all designations to minimize the financial burden on the organization.
4. The pay structure includes – Basic salary; 10% of basic as Dearness Allowance; 35%/40% of basic as Housing Rent allowance; a fixed amount towards medical allowanceand local conveyance. (Table No 2B)
5. The general annual increment is given to each employee in Apr or Sep each year, whichever is closer to the date of joining.

Table No 2 A: Designations and Pay Scale till Mar 2013				
S.No	Designation	Time Period (Years)	Pay scale (Basic and increment in Rs.)	Avg. increment per year
1	Office/ Field Assistant	15	3000- 250- 4250- 300- 5750- 400- 7750	316
2	Programme Associate	20	4250- 300- 5750- 400- 7750- 600- 10750-700- 14250	500
3	Programme Officer	15	7750- 600- 10750- 700- 14250- 800- 18250	700
4	Sr. Programme Officer	20	10750- 700- 14250- 800- 18250- 900- 22750- 1000- 27750	850
5	Programme Manager	20	14250- 800- 18250- 900- 22750- 1000-27750- 1200- 33750	975
6	Director	20	18250- 900- 22750- 1000- 27750- 1200- 33750- 1300- 40250	1100

S. No	Designation	Time Period (Years)	Pay scale (Basic and increment in Rs.)	Dearness Allowance	Housing Rent Allowance	Local Conveyance Allowance	Medical Allowance	Avg. increment per year
			Table No 2 B – Proposed Revisions for Designations and Pay Scale From Jan 2014					
1	Office/ Field Assistant	20	3000- 250- 4250- 400- 6250- 550- 9000- 700- 12500	10% of Basic	40% of Basic	2200	1200	475
2	Programme Associate	20	4250- 400- 6250- 550- 9000- 700- 12500- 850- 16750	10% of Basic	40% of Basic	2200	1200	625
3	Programme Officer	20	9000- 700- 12500- 850- 16750- 1000- 21750- 1150- 27500	10% of Basic	40% of Basic	2200	1200	925
4	Senior Programme Officer	20	12500- 850- 16750- 1000- 21750- 1150- 27500- 1300- 34000	10% of Basic	40% of Basic	2200	1200	1075
5	Programme Manager	20	16750- 1000- 21750- 1150- 27500- 1300- 34000- 1450- 41250	10% of Basic	40% of Basic	2200	1200	1225
6	Director	20	21750- 1150- 27500- 1300- 34000- 1450- 41250- 1600- 49250	10% of Basic	40% of Basic	2200	1200	1375

Situations/ Conditions in which the scales/ annual increments do not apply:

Under the following conditions, the scales/ annual increments do not apply.

1. Staff members whose salary is paid in the form of consultancy/ consolidated payments.
2. Staff members who are part of any particular project, which has specific salary amount, which is reimbursed to WASSAN. In such cases, the suitable candidates would be getting complete salary/ remuneration as defined/ provided by the project norms or as decided by the management. The salary revisions/ annual increments of these members would also be governed by the project allocations/ provisions.
3. Staff of WASSAN who are formally deputed to networks/ secretariats of the networks, etc.

Additional Remuneration:
Rationale:
1. Though the functions are divided into three nodes and 12 sub-nodes, certain competencies of team members of a particular sub-node are relevant for other sub-nodes also. To facilitate sharing of human resources (skills, expertise, experiences), without leading to concentration of workloads, incentive structure are necessary.
2. As WASSAN is working at different levels/ locations/ agenda, the team composition is also very divergent – in terms of expertise, experience and profile. It is difficult to satisfy the aspirations of these professionals with a common salary structure. There is a need for providing opportunities for all individuals to explore newer agenda; professional growth and get compensated for the tasks/ results they produce (which are beyond one's mandatory functions).
3. It is important that additional tasks/ responsibilities performed are adequately compensated for, whenever there are opportunities.

Protocol for Additional Remuneration:
The following protocolsare to be followed by all nodes to operationalize the policy on "additional remunerations" for performing functions under competency category.
1. Stage 1: Mobilization of Projects:
- Depending on the field level needs, opportunities, contacts/ networking with potential donors, anyone (individuals/ teams) could mobilize projects on a variety of themes. Each project might take its own time to mature. There would be several steps, negotiations and variations (in the concepts, budgets, approaches, time lines, etc) in the project design. It is important to have a consistent approach and follow-up on the project mobilization. There is no incentive for this state. However, WASSAN may meet the costs/ expenses that are necessary for this process.
- Depending on the situation/ opportunity, small teams could be constituted (Lead Teams), which could be given a specific responsibility of mobilizing the projects, till its maturity (conceptualization, initial research; drafting proposal preparation, negotiating with potential donors, follow up with concerned agencies till it is formally approved). These teams could be constituted from among the existing members, following "expression of interest" from individuals.
2. Stage 2: Implementation of the project:
- After the project is formally approved and launched, it would be located within respective node. It is the responsibility of this node/sub-node to facilitate implementationof the project, as per the project design. The anchors of projects/ sub-nodes/node will follow these steps in executing the project and also offer incentives to project teams.
  - Advanced planning and estimation of all costs of the projects is essential. Total project funds are to be divided into the following tasks.

- - Costs/ expenditure that is necessary for performing the project related obligations/ obligations
  - Estimating the surplus or deficit after meeting the above costs. If there is surplus, then the following steps are to be followed.
  - Estimate the financial resources that could be contributed to the core/ common requirements of WASSAN, from this surplus. This budget could be utilized for long term needs of the organization; providing support to other sub-nodes.
  - Allocate funds for the long terms needs of the node/ sub-nodes
  - Estimate the amount of funds that could be used for "additional remuneration" for the team of sub-node/ any specific member(s) of the sub-node.
  - o This plan/ strategy has to be proposed to Strategic Leadership Team for final decision. Based on the overall considerations of the organization, the Strategic Leadership Team could take a decision onthis proposal from the sub-node for making the "additional remuneration".

Situations/ Conditions in which this "additional remuneration" does not apply:
Under the following conditions, the "additional remuneration" does not apply.

1. Additional remuneration to individuals/ teams is not a right. The eligibility and type of incentives (additional remuneration) are to be decided based on several consideration such as - a). Overall fund situation at the sub node/ node/ organization; b). Level of achievement; c). Nature of the project; d). Others
2. Additional remuneration will not be paid to those members who are already on bench or whose salaries are not met from any project, even after performingcompetency based functions/ managerial functions. Depending on the needs of the project and organization, these tasks/ responsibilities would be allocated to these members, from time to time.
3. Staff members working under any node including NoHID, whose salaries are paid from WASSAN's own financial resources, are also not eligible for additional remuneration. The nodes/ sub-nodes/ Strategic Leadership Team allocate tasks and roles to these members from time to time, as per the needs of the organization.

Shifting to Bench:
Rationale:
As part of the co-construction process, the responsibility of mobilizing funds/ projects is largely decentralized at sub-node and node level. The node anchors and members of the nodes/ sub-nodes are responsible for mobilizing the funds/ projects in tune with the stated vision of the node/ sub-node. It is expected that the salaries/ remuneration of majority of the staff are met from these projects. However, it is found that salaries/ remuneration of some of the staff of WASSAN are not met from any project, but from WASSAN's own resources. This has

implications on the financial strength of the organization. It is important to minimize the number of persons who are not formally part of any project and related expenditure. For this purpose, the following protocol/ system is proposed.

Protocol

1. An assessment of works/ tasks/ functions/ roles & responsibilities performed by the persons under this category would be made along with the person and team members of the node. This exercise would be initiated at least three months, before the time period of the concerned project.
2. Depending on the needs of the organization and functions performed by the concerned person, the following process would be followed.

- Find out potential projects to which the person can give time and estimate the time period (and amount) for which the salary is taken care of, by this project.
- If there is no such project, meet the salary/ remuneration related costs from WASSAN's reserves, for a period of maximum three months.
- During this period, the following options could emerge. (a or b or c)
  a. It is expected that he/she would generate a projectfor the organization, which enables to meet the expenditure related to the concerned person (salary/ remuneration). In such cases, the person would continue in the organization with the support from this new project. The Term of Reference will be revised to indicate the functions, roles & responsibilities, compensation and time period.
  b. The person concerned would be given an opportunity to change roles in the organization to a new project/ node, which is being implemented within WASSAN. Based on the consent, a new Terms of Reference (ToR) would be drafted indicating relevant pay scale, roles and responsibilities, time period of employment, etc.S/He may continue in this new role for the time period which is indicated in the revised ToR. After this period is over, S/he has to leave the organization, if there are no suitable opportunities to continue.
  c. If the above two options do not emerge, the person could become a part time employee of the organization. The ToR of this person would be revised as per the new roles; functions, compensation and time period.
- If the above options do not emerge, the services of the concerned person would be terminated, after a period of three months.

Annexure No 1

S No	Name of the Project/ Donor	Total No of Persons	Single Project based Staff	More than one project based staff	PF Based	Consultancy	To Be Recruited	Available HR Funds Rs	Proposed HR Expenditure Rs	Deficit/ Surplus Rs
	Table NoA – Projects, Categories of Staff, Funds Position for HR Requirement in WASSAN as on 1st Aug 2013									
1	ACIAR	4	2	2	3	1	0	1286000	1293311	-7311
2	Arghyam	5	2	3	4	1	0	1057000	1216437	-159437
3	Dept Agri – ATP	2	2	0	2	0	0	300274	300274	0
4	Dept Agri – Hyd	1	1	0	0	1	0	144000	180000	-36000
5	DFID-CA	2	2	0	2	0	0	408000	403502	4498
6	FF-NREGA 31.05.2014	2	2	0	2	0	0	322000	308046	13954
7	Hivos – Sec	6	6	0	4	2	0	1936000	1863494	72506
8	HIVOS-B- 30.9.2013	1	0	1	1	0	0	230081	230081	0
9	Hivos-CP	8	6	2	7	0	1	2510000	1893736	616264
10	IDRC- Dhan Foundation	1	1	0	0	1	0	330720	330720	0
11	IGWDP	5	4	1	4	0	1	1368000	1355468	12532
12	IJP	1	1	0	0	0	1	300000	300000	0
13	IWMP-RR Dist	6	4	2	5	1	0	1176000	1177381	-1381
14	No Project	10	7	3	8	0	2	0	2971136	-2971136
15	OTELP+	5	5	0	5	0	0	1320000	1308570	11430
16	SLNA - CG- Capacity Building (CB)	3	3	0	2	1	0	1020000	969516	50484
17	SLNA - CG- Evaluation	9	8	1	4	1	4	6400000	3256894	3143106
18	Water Security	8	7	1	3	1	4	1600000	1573667	26333
19	WDF	10	10	0	10	0	0	2233153	2233153	0
20	Total							23941228	23876770	64458

S No	Node	Category of Payments	Single Project based staff	More than one project based staff	No Project	Total
	Table No B: Node Wise Staff – Sources of Funding and Categories of Payments					
1	NoC	PF Based	35	7	2	44
2	NoC	Consultancy	7	0	0	7
3	NoC	To Be Recruited	6	0	1	7
	NoC	**Total**	**48**	**7**	**3**	**58**
5	NoK	PF Based	7	4	2	13

S No	Node	Category of Payments	Single Project based staff	More than one project based staff	No Project	Total
Table No B: Node Wise Staff – Sources of Funding and Categories of Payments						
6	NoK	Consultancy	3	0	0	3
7	NoK	To Be Recruited	5	0	0	5
	NoK	**Total**	**15**	**4**	**2**	**21**
9	NoHID	PF Based	3	2	4	9
10	NoHID	Consultancy	0	0	0	0
11	NoHID	To Be Recruited	0	0	1	1
	NoHID	**Total**	**3**	**2**	**5**	**10**
	All Nodes	PF Based	45	13	8	66
	All Nodes	Consultancy	10	0	0	10
	All Nodes	To Be Recruited	11	0	2	13
	All Nodes	**Total**	**66**	**13**	**10**	**89**

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