GOVERNANCE

Governance, Accountability and Transparency Framework

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GREEN RESWILIENCE AND COOPERATION FOR ECOSYSTEM (GRACE)
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About GRACE

Our journey

In 2012, GRACE's institutional roots began with community-focused social welfare initiatives in Khulna. In 2024, the organization adopted the name **Green Resilience & Cooperation for Ecosystem (GRACE),** reflecting an expanded commitment to climate resilience, inclusive development, green livelihoods, health, children development, education and environmental sustainability. Today, GRACE is strengthening its systems, partnerships and evidence base to grow from locally tested solutions toward wider, scalable impact.



Vision: A just, inclusive, and resilient society where everyone lives with dignity, enjoys equal opportunities, and thrives in harmony with healthy and sustainable Nature & environment, free from exploitation, discrimination, and exclusion.

Mission: To empower marginalized communities to overcome inequality and exclusion, realize their potential, and build resilient, self-reliant livelihoods by advancing social justice, inclusive opportunities, community-led solutions, and the sustainable stewardship of nature and the environment.

Core Values:

1. Justice, Equity and Inclusion
2. Dignity and Respect
3. Empowerment and Participation .
4. Environmental Stewardship and Sustainability
5. Integrity and Accountability
6. Collaboration and Solidarity
7. Innovation and Learning

Governance, Accountability and Transparency Framework

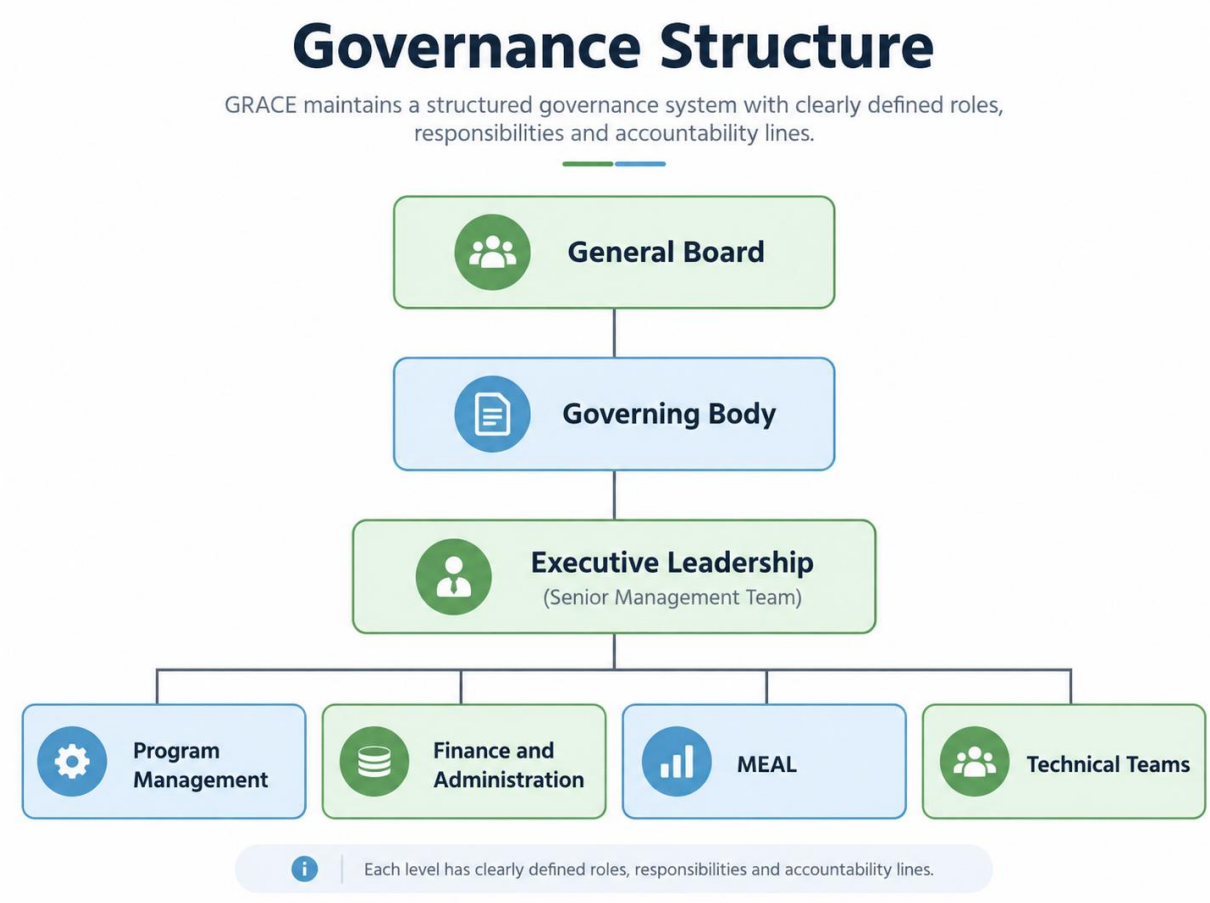
GRACE is committed to establishing and maintaining a governance system based on integrity, transparency, accountability, participation and responsible stewardship. This framework demonstrates GRACE's commitment to international donor expectations and good governance standards.

1. Governance Philosophy

GRACE believes effective governance is the foundation of sustainable development. The organization ensures that policies, strategies, programmes and resources are managed through ethical leadership, accountability mechanisms and inclusive decision-making.

2. Governance Structure

GRACE maintains a structured governance system consisting of General Board, Governing Body, Executive Leadership (Senior Management Team) , Program Management, Finance and Administration, MEAL and Technical Teams. Each level has clearly defined roles, responsibilities and accountability lines



3. GRACE Governance Structure – Responsibility

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1. 🟩 Responsibility : General Board

Mandate

Provide overall strategic direction, organizational legitimacy, and ensure GRACE remains aligned with its mission, vision, values, and legal obligations.

Key Responsibilities

- Approve organizational vision, mission, strategic priorities, and long-term direction.
- Ensure compliance with NGO regulations, policies, and statutory requirements.
- Approve major organizational policies, governance frameworks, and institutional decisions.
- Provide oversight on organizational sustainability and reputation management.
- Appoint and provide oversight to the Governing Body.
- Ensure transparency, accountability, and ethical leadership.

Accountability

- Accountable to organizational members, beneficiaries, regulatory authorities, and development partners.

Reports To

- Organizational stakeholders and legal authorities.

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2. 🟦 Responsibility : Governing Body

Mandate

Provide governance oversight, policy guidance, and strategic supervision to ensure effective organizational management.

Key Responsibilities

- Translate strategic vision into governance policies and operational guidance.
- Review and approve annual plans, budgets, and institutional priorities.
- Monitor organizational performance, financial integrity, and risk management.
- Ensure effective internal control systems and accountability mechanisms.
- Provide guidance to Executive Leadership.
- Review audit findings and ensure corrective actions.
- Promote safeguarding, inclusion, gender equality, and ethical practices.

Accountability

- Accountable to the General Board for organizational governance and institutional performance.

Reports To

- General Board.

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3. 🟩 Responsibility : Executive Leadership

(Senior Management Team)

Mandate

Lead organizational operations, strategic implementation, resource management, and achievement of program objectives.

Key Responsibilities

- Implement organizational strategy and Governing Body decisions.
- Provide leadership for programs, finance, administration, and technical functions.
- Ensure effective coordination among departments and projects.
- Manage organizational risks and operational challenges.
- Ensure compliance with donor requirements and government regulations.
- Promote a culture of accountability, learning, innovation, and teamwork.
- Ensure timely reporting to governance bodies and partners.

Accountability

- Accountable for overall organizational performance and operational effectiveness.

Reports To

- Governing Body.

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4. 🟦 Responsibility : Program Management Team

Mandate

Ensure quality implementation, coordination, and delivery of GRACE programs and projects.

Key Responsibilities

- Develop project implementation plans and operational strategies.
- Coordinate field-level project activities.
- Ensure achievement of project outputs, outcomes, and impact.
- Manage project resources, timelines, and partnerships.
- Coordinate with communities, government, and stakeholders.
- Identify implementation risks and propose solutions.
- Prepare program progress reports.

Accountability

- Accountable for program quality, effectiveness, and timely delivery.

Reports To

- Executive Leadership.

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5. 🟩 Responsibility: Finance & Administration Team

Mandate

Ensure sound financial management, administrative efficiency, compliance, and resource stewardship.

Key Responsibilities

- Maintain transparent financial management systems.
- Prepare budgets, financial reports, and expenditure monitoring.

- Ensure compliance with donor financial requirements.
- Manage procurement, logistics, HR, and administrative systems.
- Maintain financial records and documentation.
- Support internal and external audits.
- Ensure value for money and financial accountability.

Accountability

- Accountable for financial integrity, compliance, and efficient resource utilization.

Reports To

- Executive Leadership.

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6. 🟦 Responsibility : MEAL Team

(Monitoring, Evaluation, Accountability & Learning)

Mandate

Ensure evidence-based programming through quality monitoring, evaluation, accountability, and organizational learning.

Key Responsibilities

- Develop and maintain MEAL frameworks, tools, and systems.
- Monitor project indicators, outputs, outcomes, and impact.
- Conduct baseline, mid-term, and end-line assessments.
- Ensure beneficiary feedback and accountability mechanisms.
- Maintain data quality, analysis, and reporting systems.
- Generate learning products and recommendations.
- Support adaptive management and program improvement.

Accountability

- Accountable for evidence generation, program quality assurance, and learning.

Reports To

- Executive Leadership.

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7. 🟩 Responsibility : Technical Teams

Mandate

Provide technical expertise, innovation, and quality assurance across thematic areas.

Key Responsibilities

- Develop technical approaches, guidelines, and standards.
- Provide technical support to projects and field teams.
- Ensure quality and technical compliance of interventions.

- Introduce innovative approaches and best practices.
- Support capacity building of staff and partners.
- Conduct technical reviews and provide recommendations.
- Ensure alignment with national and international standards.

Accountability

- Accountable for technical quality, innovation, and professional standards.

Reports To

- Executive Leadership.

Governance Accountability Flow

General Board
⬇
Governing Body
⬇
Executive Leadership (Senior Management Team)
⬇
Program Management | Finance & Administration | MEAL | Technical Teams

4. Governing Board snap shorts

The Governing Board provides strategic oversight, approves organizational policies, reviews performance, ensures financial accountability, monitors risk management and safeguards the mission and values of GRACE.

S/L	Name	Designation	Educational Qualification	Experiences & Expertise	Short Bio	Contact Email
1	Shaila Reza Khanm	Chairperson	MSc. in Geography, University of Dhaka	30 years in NGO experiences including Governance leadership, strategic planning, organizational oversight, stakeholder engagement and monitoring	Ms. Shayla Reza Khan provides overall strategic leadership and governance oversight to GRACE. She supports institutional development, accountability, transparency, and long-term organizational sustainability.	shaila.reza@gracebd.net
2	Dr. Gulshan Ara Parvin	Vice-Chairman	PhD (Doctor of Philosophy)	35 years of Education, Research & Development experiences in Bangladesh and abroad including leadership, social research, technical guidance, community	Dr. Gulshan Ara Parvin contributes strategic and technical guidance to GRACE. She supports quality assurance, evidence-based approaches, and strengthening organizational initiatives for sustainable	gulshanara.pervin@gmail.com

				development. Shae also international expert on Argo technology.	community development.	
3	Md. Mamun Or Rashid	General Secretary	MSS,Social Work, DU & MPH (Epidemiology)	15 years experiences in NGO development sector including NGO management, program leadership, climate resilience, Health Nutrition & WASH, partnership development, project coordination	Mr. Md. Mamun Or Rashid is responsible for organizational coordination, program leadership, partnership engagement, and institutional development. He plays a key role in advancing GRACE's mission and community-focused interventions.	mamun.rashid@gracebd.net
4	Khadija Khatun	Assistant General Secretary	Bachelor of Social Science	3 years of development volunteers, Administration, organizational coordination, communication, community engagement and Youth Leadership including adolescent focal	Ms. Khadija Khatun supports organizational administration and governance processes. She contributes to effective coordination, documentation, and implementation of institutional decisions. safeguarding & PSEA responsible of this organization	Khadizakhatun@gmail.com
5	Molla Nazrul Islam	Treasurer	M.Ed. (Master of Education)	40 years of teaching profession and financial consultancy including Financial governance, budgeting, accountability, financial monitoring, Procurement	Mr. Molla Nazrul Islam provides financial oversight and supports transparent resource management, ensuring accountability, compliance, and responsible financial practices within GRACE.	- molla.nazrul@gmail.com
6	Sadia Islam Setu	Executive Member	BSS, Food & Nutrition and Master of Policy and Development Studies (DPS), KU	4 years of experiences in development sector, lead volunteer, program development, PSEA,CFRM Youth engagement, community mobilization, inclusion, social development	Ms. Sadia Islam Setu contributes to GRACE's executive decision-making and supports youth participation, community engagement, and inclusive development initiatives.	setu.ku.mdps@gmail.com
7	Sheikh Shahjahan	Executive Member	Bachelor Degree	20 years of community social worker including	Mr. Sheikh Shahjahan supports GRACE's governance functions	-

				Organizational support, community development, stakeholder coordination	and contributes to organizational activities, community engagement, and achievement of institutional objectives.	

Individual Responsibilities of Executive Board

1. Chairperson (1)

- Provides overall strategic leadership and guidance.
- Chairs Executive Committee meetings and ensures effective governance.
- Provides oversight of major organizational decisions.
- Represents GRACE in key institutional and external engagements.

2. Vice Chairperson (1)

- Supports the Chairperson in governance and strategic matters.
- Assists in overseeing organizational priorities and decisions.
- Represents the organization when delegated by the Chairperson.
- Supports institutional networking and partnership development.

3. General Secretary (1)

- Leads the implementation of Executive Committee decisions.
- Coordinates organizational management and strategic initiatives.
- Supports programme development, resource mobilization and partnerships.
- Ensures effective coordination among management, staff and the Committee.

4. Assistant General Secretary (1)

- Supports the General Secretary in organizational coordination.
- Assists in follow-up of Executive Committee decisions.
- Supports administrative, programme and institutional activities.
- Performs delegated responsibilities on behalf of the General Secretary.

5. Treasurer (1)

- Provides oversight of financial management and accountability.
- Supports review of budgets, financial statements and expenditures.
- Promotes transparency and compliance in financial matters.
- Advises the Committee on financial sustainability and resource management.

Executive Member's (2)

- Participates in strategic and governance decisions.
- Supports monitoring of organizational programmes and activities.
- Contributes to institutional development and community engagement.
- Undertakes responsibilities assigned by the Executive Committee.

5. Leadership Accountability

GRACE leadership is responsible for strategic direction, programme quality, partnership management, resource mobilization and compliance with organizational and donor requirements.

6. Strategic Planning and Performance Management

GRACE develops strategic plans, annual operational plans and measurable objectives. Progress is reviewed through periodic performance monitoring and management review meetings.

7. Financial Transparency and Accountability

GRACE applies sound financial management principles including approved budgets, segregation of duties, authorization controls, accounting procedures, financial reporting, audit mechanisms and responsible resource utilization.

8. Procurement Transparency

Procurement follows fairness, competition, value for money, quality assurance and conflict-of-interest management principles. Procurement decisions are documented and reviewed according to approved procedures.

9. Monitoring, Evaluation, Accountability and Learning (MEAL)

GRACE operates a results-based MEAL system that tracks outputs, outcomes and impact. Evidence and learning are used to improve programme effectiveness and accountability.

10. Community Accountability Mechanism

GRACE promotes accountability to affected communities through feedback, complaint response mechanisms, community consultation and participatory programme design.

11. Safeguarding and Ethical Conduct

GRACE maintains zero tolerance against exploitation, abuse, harassment and discrimination. Staff and partners are guided by safeguarding policies, code of conduct and ethical standards.

12. Gender Equality and Inclusion

As a women-led organization, GRACE promotes gender-responsive programming, inclusion of vulnerable groups and equal participation in decision-making processes.

13. Risk Management and Internal Control

GRACE identifies operational, financial, programme and reputational risks and applies mitigation measures through internal control systems and periodic reviews.

14. Transparency and Information Disclosure

GRACE promotes transparency through disclosure of organizational information, policies, programmes, achievements, partnerships and accountability commitments through appropriate communication channels.

15. Partnership Accountability

GRACE collaborates with government agencies, donors, NGOs, research institutions and communities based on trust, mutual accountability and shared development objectives.

16. Compliance Commitment

GRACE is committed to compliance with applicable national regulations, donor requirements and recognized development sector standards.

17. Guiding Policies:

GRACE is committed to upholding the highest standards of organizational integrity, accountability, and program effectiveness. Over the years, the organization has developed a comprehensive set of policies and guidelines that reflect its core values and operational priorities. These policies cover governance, program management, safeguarding, finance, human resources, security, and information management, ensuring that all activities are transparent, ethical, and aligned with international best practices. By institutionalizing these frameworks, GRACE aims to protect program participants, empower staff, and maintain strong relationships with donors, partners, and stakeholders. The organization continually reviews and updates its policies to respond to evolving operational challenges, regulatory requirements, and global standards, reinforcing its commitment to responsible, impactful, and sustainable development work.

LIST OF POLICIES

1. Code of Conduct
2. Program Participant Protection Policy
3. Child Safeguarding and Protection policy
4. Anti-Trafficking in person Policy
5. Procurement policy
6. Information Discloser Policy
7. Gender Policy
8. PSEA
9. Anti-Corruption and Anti-Fraud Management policy
10. Vehicle Management Policy
11. Travel Perdiem & Accommodation
12. Core Humanitarian Standard on Quality and Accountability
13. Occupational Health & Safety and Social Environment Management
14. Emergency-Response-Procedures
15. Anti-Money Laundering and terrorist financing
16. Share cost policy
17. Audit policy (internal, external and foreign)
18. Foreign Exchange risk management policy
19. Financial Management Policy
20. Human Resource Management Policy
21. Central MEAL guideline

Commitment

GRACE is committed to being a trusted development partner by ensuring transparent governance, accountable resource management, ethical leadership and evidence-based programming. The organization continuously strengthens its systems to deliver sustainable impact for climate-vulnerable communities.



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