

Noolaham Foundation's

# Governance, Operations and Programs Manual 2020

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Version 1.0

Approved by Noolaham Foundation Governance Board on May 9, 2020

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# Preface

The Noolaham Foundation's Governance, Operations and Programs Manual 2020 is a living document that documents, directs and guides all of Noolaham Foundations activities. This manual was developed with the input from various stakeholders based on the lessons learned from fifteen years of operations. The goal of this document is to standardize processes, policies, procedures, guides and communication mechanisms to enable the organization to function transparently and effectively. Further, this document aims to be a self-archiving initiative seeking to contribute to help building community based memory institutions in the Sri Lankan Tamil speaking communities context.

## **The Handbook as Guide for Contributor Community**

The purpose of this Handbook is to formalize and mobilize resources and guide global entities and staff on programs, policies, standards and operational procedures.

## **The Handbook as Resource for Guidance**

The Handbook serves as a guide to new and existing staff, involved stakeholders, global chapters, collaborating agencies and implementing partners. The clearly elucidated procedures, reference material and sample formats act as a handbook that can be consulted as needed.

## **The Handbook as Source of Reference**

This Handbook serves as a Source of Reference for donors, volunteers and other partners. It is a means by which concerned parties can have a clear picture of operational procedures and ensures accountability by providing a comprehensive and transparent overview of how resources move from the commitment stage to the delivery stage. Further, the manual offers an overview of the program structure, direction and priorities.

# Mission and Objectives

## Mission

Noolaham Foundation's mission is to document and preserve knowledge, properties and values of all spheres related to Sri Lankan Tamil Speaking communities, make such knowledge accessible to all and capacitate communities to engage in knowledge building and learning.

## Objectives

Document, preserve and digitally archive ethnography and knowledge bases of mainstream and marginalized communities including dialects, belief systems, myths, rituals, folklore, games, indigenous medicine, law and administrative systems, technologies and arts.

Engage in and support preservation and digital archiving of written, print, multi-media and electronic resources related to Sri Lankan Tamil speaking communities.

Provide knowledge and information services to ensure free and open access, thereby supporting educational, research and development endeavors related to Sri Lankan Tamil speaking communities.

Build communities of practice, processes, technologies and standards of archival, library and information sciences through communication, networking and collaboration.

## Guiding Principles

### Unity

Entities of Noolaham Foundation shall exist in different geographical, legal and political territories. Noolaham Foundation always ensures unity in its strategic framework, design, program, budget and communications.

### Diversity

Diversity, inclusivity and pluralism are at the core of our mission. Noolaham Foundation recognizes and energetically affirms the dignity of those it serves, regardless of gender, sexual orientation, social background, religion/irreligion, place of origin, age, socio-economic status, physical or mental capabilities. Noolaham Foundation is committed to these values in its organizational governance, programs and collections.

### Openness

As the driving force of Noolaham Foundation is centered on open data, open access and open knowledge, it does not charge end-users for accessing its archives. End-users should not use the contents for individual or corporate economic gain.



**Transparency**

Noolaham Foundation strives to be open and transparent in all of its operations. Our commitment includes detailed accounting, project and annual reports, timely dissemination of information and responsiveness to requests for information.

**Unbiased**

Noolaham Foundation is an unbiased entity. While it engages volunteers from different political thoughts and parties, it does not allow volunteers to use the Noolaham Foundation for their political engagement and leverage. Noolaham Foundation shall take appropriate measures to prevent it from being politicized or labeled.

**Volunteerism**

Volunteerism is the basis for all Noolaham Foundation operations. The Annual Work Plan will be formulated emphasizing volunteer contribution in order to optimize the operational overheads and performance targets for each team.

**Collaboration**

Noolaham promotes synergy among similar organizations in digital documentation and preservation, thereby avoiding duplication and repetition of work. Noolaham Foundation shall collaborate with institutions when such collaboration optimizes Noolaham's productivity.

**Participation**

Broadening and strengthening the participation of the stakeholders of Noolaham Foundation is part and parcel of the Noolaham culture. It consults with stakeholders regarding policies and decisions that affect the business of Noolaham Foundation.

## Contributor Covenant Code of Conduct

### Our Pledge

We as volunteers, staff, content contributors, source contributors, donors, users and supporters pledge to make participation in Noolaham Foundation community a harassment-free experience for everyone, regardless of age, body size, visible or invisible disability, ethnicity, sex characteristics, gender identity and expression, level of experience, education, socio-economic status, personal appearance, race, religion, or sexual identity and orientation.

We pledge to act and interact in ways that contribute to an open, welcoming, diverse, inclusive, and healthy community.

## Our Standards

Examples of behaviour that contributes to creating a positive environment include:

- Using welcoming and inclusive language
- Keeping the discussions intellectually focused
- Being respectful of differing viewpoints and experiences
- Gracefully accepting constructive criticism
- Focusing on what is best for the community
- Showing empathy towards other community members

Examples of unacceptable behavior by participants include:

- The use of sarcasm, insulting/derogatory comments, and personal or political attacks
- The use of sexualized language or imagery and unwelcome sexual attention or advances
- Public or private harassment
- Publishing others' private information, such as a physical or electronic address, without explicit permission
- Other conduct which could reasonably be considered inappropriate in a professional setting

## Enforcement

Instance of abusive, harassing, or otherwise unacceptable behavior experienced by staff shall be reported following the complaint mechanism outlined in the NF Human Resources Manual.

Instances of abusive, harassing, or otherwise unacceptable behavior experienced by volunteers should be reported to the Noolaham Foundation Governance Board (<http://noolahamfoundation.org/web/en/our-volunteers>). The Governance Board shall take any action they deem appropriate, including warning the offender, suspension and expulsion from Noolaham Foundation bodies and activities.

## Attribution

This Code of Conduct is adapted from the [Contributor Covenant](http://contributor-covenant.org/version/1/4), version 1.4, available at <http://contributor-covenant.org/version/1/4>

# Chapter 1 - The Noolaham Foundation

## Introduction

Noolaham Foundation is a legally registered (GA 2390), non-profit, non-partisan, secular entity, founded to provide enhanced access to information sources and foster knowledge-based development in Sri Lanka. It maintains an online digital library and archive, facilitates information preservation programs, provides financial assistance and technical guidance for digitization initiatives and actively participates in awareness-raising campaigns. It also co-ordinates a range of fund-raising activities and collaborates with other organizations and individuals.

Noolaham Digital Library ([noolaham.org](http://noolaham.org)) and Noolaham Multimedia Archive ([aavanaham.org](http://aavanaham.org)) maintained by the Noolaham Foundation serves as Learning Centres incorporating local knowledge. They enable social interaction with a view to achieve constructive social outcomes. The digital library and archive function as a repository for various community institutions and fulfill the information needs of students, researchers, historians, activists and the public.

## History

Sri Lankan Tamil speaking communities have transmitted their knowledge through written, oral, visual and artifact sources over millennia. The communities adopted evolving technologies and institutions to support their knowledge preservation and access needs. For example, Sri Lankan Tamil speaking scholars played an instrumental role in collecting, printing, publishing ancient palm-leaf manuscripts in the 19th and 20th centuries. In the late 20th century, they helped establish village libraries and contributed significantly to Tamil library science. As computers and the Internet became widespread in the 1990s, several initiatives were undertaken to adopt those technologies for community knowledge needs.

In 1998, Project Madurai, following the Project Gutenberg example was initiated to bring Tamil resources online. Project Madurai was the first online Tamil digital library. It engaged volunteers all over the world virtually to coordinate, type, proofread and bring resources online. In 1999, R. Pathmanabalyer began contributing works by Sri Lankan Tamil authors to Project Madurai. He digitized 40 books of which 13 of them were added to Project Madurai after quality review. Parallely, Era Kanagaratnam led International Tamil Archives undertook microfilming of its collections.

In the early 2000s, there were discussions in the Tamil blog/Internet and offline communities to bring Sri Lankan Tamil language works online. Few individuals initiated and experimented digitization initiatives such as Eelanoor (2004) and E-Suvadi (2005) of Sri Lankan Tamil books. In 2005, based on the lessons learnt from Eelanoor, E-Suvadi, Project Madurai and other initiatives, like-minded individuals initiated the digital library project named Project Noolaham,

which emphasized volunteerism, community and openness.

Since 2006, Project Noolaham started accepting donations and in-kind support to accelerate digital preservation efforts. For content management, Project Noolaham initially used a basic HTML website, and then it migrated to Joomla, and is currently using Mediawiki and Islandora. The first collaborative digitization began in 2007 with Women's Education and Research Center (WERC) and Colombo Tamil Sangam. By the end of 2008, the user rate had increased significantly and the server was insufficient for the increased traffic.

In 2008, pioneers of Project Noolaham in consultation with all the stakeholders formed Noolaham Foundation to sustain the digital archiving initiatives in Sri Lanka. In 2010, Noolaham Foundation was formally incorporated as a guaranteed company. In 2011, Noolaham Foundation invited all stakeholders to participate in a strategic planning process and developed its Roadmap 2020 with the emphasis on institutionalization, global transformation, and observance of ethical and professional standards. Initiatives were taken to form global chapters of Noolaham Foundation and streamline its operations.

## Noolaham Foundation and Chapters

Volunteers of Noolaham Foundation have established chapters in various countries to achieve the mission of The Foundation. The Head Office is located in Jaffna. Another unit located in Batticaloa. Noolaham Foundation's regular resources to cover operational and labour costs. Donor funds and other resources are mostly utilized directly on projects.

Head Office	Programme Unit	Programme Unit
Noolaham Foundation	Eastern Sector	Upcountry Archive
185, Adiyapatham Road, Kokkuvil, Jaffna. Sri Lanka	1st Floor, Arasady Public Library, Batticaloa. Sri Lanka	
Phone (Land): 0094 21 223 1292	Phone :	

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## Global Chapters

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United Kingdom:	Canada:	Norway:
Noolaham	Noolaham	Noolaham
27-B High Street	15, Stella Drive	Klaus Torgårds vei 12B
Plaistow,	Markham,	0372 OSLO,
London, E13 0AD	Ontario, L3F 4H2	Norway
United Kingdom	Canada	Phone : 004740055720
Phone : 00447864037374	Phone : 0014168546768	

Noolaham Chapters have been formed in USA, Australia, Switzerland and India. They have not been incorporated as legal entities yet.

## Organizational Structure

Noolaham Foundation is a community digital library and a community digital archive. Community leadership, stewardship and ownership are key organizing principles for the organization. Noolaham Foundation encourages a collaborative-leadership framework whereby contributors lead one another to achieve organizational and community goals. We steward community resources consciously to support social justice and knowledge based community development of all the communities we serve.

All of Noolaham Foundation ongoing activities have been organized into sectors, and sectors into processes. In addition, Noolaham Foundation undertakes time bound projects. Each process and project with the exception of governance, governance board meeting, and resource mobilization processes are managed by staff. Volunteers in Sri Lankan and diaspora contribute to processes and projects as process/project mentors, subject matter experts and contributors. Staff and volunteers of a process or project together consist of the team for that process or project. A Processed/Project Based Management (PBM) has been adopted to effectively manage Noolaham endeavors to serve the community needs. Currently, there are seven sectors and forty five processes.

- Sector 00: Governance, Policy and Strategy
- Sector 01: Organizational Management and Operations
- Sector 02: Program and Projects
- Sector 03: Digital Processing and Preservation
- Sector 04: Digital Library, Archive and Information Services
- Sector 05: Technology Infrastructure and Development
- Sector 06: Finance, Human Resources and Administration
- Sector 07: Advocacy, Communications and Public Relations

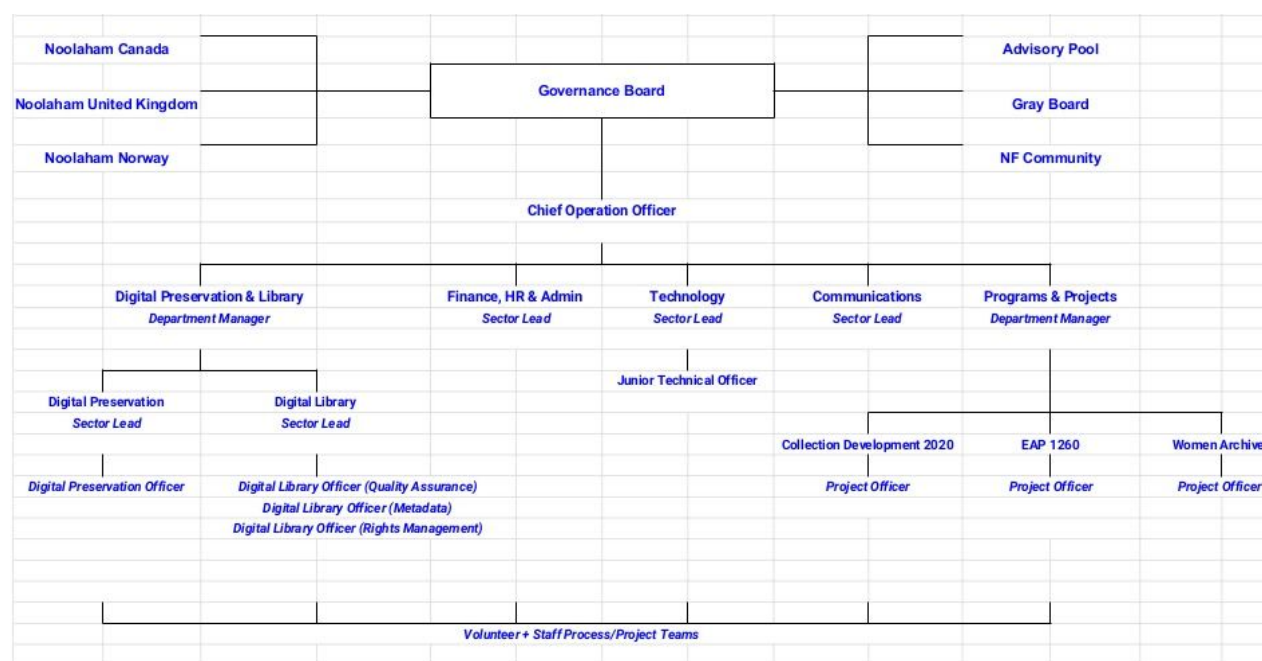
The Governance Board is the primary decision making body for Noolaham Foundation. It consults with Gray Board, Advisory Pool, Management, Staff as well as other stakeholders as needed to direct Noolaham Foundation activities.

In addition to volunteers and staff, Noolaham Foundation relies on and answerable to the wider Noolaham Foundation Community. The wider Noolaham Community consists of Content Contributors, Source Contributors, Donors, Supporters, and Users.

Further details about Chapters, governing bodies etc are discussed in the following chapters.

## Organogram

The organizational structure, consulting and reporting lines are illustrated in the [following diagram](#).



## Reporting Flow

Noolaham Foundation is organized as processes and projects to enable high level of collaboration while maintaining clear lines of communication and accountability. Noolaham Foundation reports to the wider community via monthly reports, project reports, audit reports and annual reports. These reports are the responsibility of the Chief Operating Officer, who shall engage appropriate staff resources in preparing these reports. These reports are to be reviewed and signed off by the Governance Board.

Sector managers report to the Chief Operating Officer weekly. Project coordinators provide Project Status Report to Chief Program Officer weekly. Sector (including program) and project

updates must be compiled into the Monthly Report for review & sign off by the Governance Board as well as the wider Noolaham Foundation community.

The stats compilation for sector, monthly and project reports for ongoing activities such as digital preservation, multimedia documentation etc should be automated as much as possible via the Noolaham Dashboard.

All recurring activities must be tracked using the Sector and Project Tracking sheets. Backlog tasks, new tasks, issues must be tracked using the [Operational and Governance Tracking sheets](#). These items are also known as tickets. Sector managers should flag overdue or long pending tasks and bring to the COO attention as needed via the weekly sector reports. COO shall aid the Sector Managers to engage relevant parties as needed to address the overdue tasks. Any long standing tasks/issues with challenges should be brought to the Governance Board by the COO.

Volunteers are encouraged to contribute and collaborate on tasks, activities at process and project levels. However, please respect the reporting lines and don't ask for individual reporting.

### Reports Summary

Report Name	Reported By	Reporting To	Frequency	Notes
Annual Report	COO	Governance Board	Annual	Internal & Public
Audit Report	COO	Governance Board	Annual	Internal & Public
<a href="#">Monthly Report</a>	COO	Governance Board	Monthly	Internal & Public. This will form the basis for Annual Report.
Monthly All Staff Meeting Report				
Board Sub-Committee Report	Sub-Committee Secretary	Governance Board	Monthly	
Chapter Report	Chapter Coordinator	Governance Board	Quarterly	
<a href="#">Sector Reports</a>	Sector Managers	COO	Weekly	Summary should be included in the

				monthly report.
<a href="#">Project Status Report</a>	Project Coordinator	CPO	Weekly	
Project Update Report	CPO	COO	Monthly or as agreed	For Internal & Stakeholders & Public. Summary should be included in the monthly report.
Project Report	COO	Governance Board		For Internal & Stakeholders & Public. Includes Lessons Learned.
Staff Report	Staff Person	Sector Manager	Daily	

## Internal Communications Flow

Noolaham Foundations seeks to build an open, positive, collaborative, respectful atmosphere for all staff and volunteers. Noolaham Foundation seeks to be a self-archiving, learning organization. Open communication and transparency are key to these goals.

- All of Noolaham Foundation meetings must be pre-announced on respective process or project email threads, with reasonable notice period.
- Summary of all meetings should be shared via email or slack.
- Sector Lead/Project Co-Ordinator and/or their Department Manager, and/or Chief Operating Officer must always be present at the meeting.
- The Chief Operating Officer must be present in all meetings where a job assignment/change or a priority establishment/change is needed.
- It is not mandatory for COO to attend technical advisory process/project meetings. However, the sector lead and/or department manager must be there and notify the summary of discussions in the slack thread or via email.
- Use official channels for internal communications: Process/Project email threads, slack channels, wiki, document management system (Google Docs), website, and GitHub repository.
- Do not use WhatsApp, use Slack instead. Avoid creating email threads outside of processes and project email threads.



- It is recommended that regular policy discussions happen face to face during the Governance Board meetings, rather than through drawn out email thread discussions. Staff can prepare background information.

For work related matters, volunteers should avoid communicating with staff outside of the following official meetings.

Meeting	Must be Present	Communication Channel
Daily Stand Up	All Staff from all offices.	Email Thread
Weekly Sector Managers Meeting	COO, Sector Managers	Sector Report ?
Monthly Staff Meeting	All Staff from all offices. Invited Guests.	Monthly Staff Meeting Report
Process/Project Meeting	COO must always be invited. Sector Manager, relevant staff, volunteers as needed.  She/he must be present if new job assignments or change in priorities are to be made.	Slack and/or Email thread
Meeting an External Stakeholder by Staff (not fieldwork related)	COO must be informed. The staff person must be authorized by the COO.	Activity Sheet and Initiatives Thread.
Meeting an External Stakeholder by Volunteer (not fieldwork related)	COO must be informed. The staff person must be authorized by the COO.	Activity Sheet and Initiatives Thread.
HR Sub-Committee Meeting	COO, Governance Board nominated persons. Finance and Administrative Officer, and other staff as needed.	Human Resources Process thread.
HR Sub-Committee Meeting with Staff	HR Sub-Committee (as a committee, not individually) can meet with staff as required, <u>excluding</u> COO and/or others as required.	Human Resources Process thread or Board Only thread as appropriate.
Chapters Meeting	COO must be informed.	Minutes communicated via Chapters thread.

## Chapter 2 - Governance, Policy and Strategy

Governance, Policy and Strategy is primarily responsible for setting the purpose, goals and direction, cultivating the values, developing policies, developing and communicating strategy, mobilizing and allocating resources, oversight, controlling risks and accountability. The Governance Board is responsible for this sector. The following processes come under this sector:

- Process 01 : Governance & Policy
- Process 02 : Organizational Strategy & Sustainability
- Process 03 : Resource Mobilisation & Sustainability
- Process 04 : Transparency
- Process 05 : Diversity Initiative
- Process 06 : Partnerships & Collaborations
- Process 07 : Initiatives & Proposal Writing
- Process 08 : Annual Plan, Budget & Budget Monitoring
- Process 09 : Process/Project Management and Oversight

### Governance Board

The Governance Board (GB or Board) is the principal and highest governing body of the Noolaham Foundation. The board is an all volunteer team. The board shall exercise its decision-making authority in a transparent and consistent way. All decisions should be taken with the focus on Noolaham Foundation's sustainability and long-term objectives. Key decisions and policies must be documented and disseminated on a regular basis to Noolaham Foundation's community. The Chief Operating Officer is an ex-officio member of the board, without voting rights. Chief Operating Officer is responsible for documenting, following up and implementing the operational action items and resolutions of the board.

The board sets the values and goals, allocates resources, controls risks and monitors performance. The Chief Operating Officer is responsible for the operations and execution. She/he shall engage volunteers via process and project teams to supplement key capabilities. Board of directors, in their capacity as directors must limit their involvement to areas specified in this manual. Specifically, they should not directly interfere with operational matters outside of the documented reporting and communication channels.

The board is responsible for strategic management, policy development, sustainability, oversight and accountability, quality assurance, resource mobilization and appointment of committees.

## Key Responsibilities

### **Strategic Direction**

The board is responsible for developing and managing long term strategic management of Noolaham Foundation.

### **Policy Development**

The board develops organizational policies and puts in organizational structures to ensure their implementation.

### **Sustainability**

The board is responsible for organizational, financial and regulatory sustainability of the foundation.

### **Resource Mobilization**

The board is responsible for developing and managing the Annual Plan of Noolaham Foundation and its Chapters. It is the responsibility of the Noolaham Foundation and its Chapters to ensure that the Board has access to the financial information of all its entities.

### **Oversight and Accountability**

The board has the responsibility to monitor and evaluate the processes and projects. It has the responsibility to evaluate the COO performance every six months and provide written feedback.

### **Quality Assurance**

The Board is responsible for the overall quality of the work completed by the Noolaham Foundation. The Board shall ensure that the Board, Management and Staff work in accordance with internationally recognized standards.

### **Community Building**

Volunteer mobilization, community relations, collaborations, and partnerships are critical for Noolaham Foundation. Board is responsible for nurturing these relationships in a transparent manner. Further, the Board shall ensure that Noolaham Foundation engages and contributes to the Communities of Practice in the fields it operates.

### **Appointing Special Committees**

The RB shall appoint Special Committees/Action Committees with clear Terms of Reference to achieve specific results within a timeframe. These Committees shall be delegated powers to perform tasks such as raising funds, managing research and organizing events. Special committees shall seek assistance from management and other stakeholders when required. Any processes involved with finance should comply with the financial procedures of Noolaham Foundation and the Chief Financial Officer of the organization.

## Governance Board Committees

Currently, there are two Governance Board committees: Human Resources Committee and Collections Committee. Their composition, roles and responsibilities are outlined in the upcoming chapters.

## Membership Qualifications

- A person seeking to be a member of the Governance Board must have aligned interests with the mission, objectives and values of Noolaham Foundation. She/he must take attendance, time, request for comment and oversight responsibilities seriously.
- A new board member should have been an active contributor to the organization and/or bring significant value to the organization. All board members must take responsibility for [minimum 5% of bricks](#) that sustain the Noolaham Foundation.
- Diversity, inclusivity, and plurality are at the core of Noolaham Foundation's mission to serve Sri Lankan Tamil speaking communities. A board member must demonstrate unequivocal support for these core values.

## Directors' Duties

Noolaham Foundation's directors are legally and ethically responsible individually and collectively to execute the responsibilities of the Governance Board. Directors have fiduciary duty to act in the best interest of the organization, duty of care and duty of loyalty. Further the following conflict of interest duties apply.

### **Conflict of Interest**

All directors have a duty to disclose a real, perceived or potential conflict of interest at the earliest possible time to the Governance Board and relevant stakeholders.

Cases of conflict of interest include:

- Noolaham Foundation directors are unpaid volunteers. A director should not be paid or financially compensated directly or indirectly. A paid staff person cannot become director for a minimum of two years after the end of her/his employment with the organization.
- A director shall not appropriate organizational resources such as information, funds, collections or staff resources for their personal projects or interests using his access/capacity as a director. Please note, this does not preclude her/him from using Noolaham Foundation services as a regular user.
- Directors have a duty to disclose and not be the sole Governance Board mentor for processes where they brought in a Sponsored Employee or external staff resources.
- A director shall not appropriate an opportunity that has been presented to the organization for her/his persona benefit and for another organization.

## Board Composition

- The board shall consist of 11 members.
- The Chief Operating Officer is an ex-officio member of the board, without voting rights.
- All board members are equal without any positions, except for the rotating role of the Convener.
- The board shall consist of at least 6 members who contribute to financial resource mobilization.
- NF shall undertake reasonable and active effort to nominate individuals from diverse backgrounds, noting the value of diversity in decision making and program development and noting the various barriers that exist for people from diverse backgrounds to contribute.

## Board Roles

### **Governance Board Convener**

Governance Board Convener is the person responsible for compiling and prioritizing Agenda based on input from COO and volunteers, organizing and conducting the Governance Board meeting and communicating the Meeting decisions and minutes with relevant stakeholders. She/he is responsible for correspondence on behalf of the Governance Board. Honorary Chairperson shall act as the Convener if the Convener is unable to attend the Board meeting. The Governance Board Convener role rotates between all Board members every six months.

### **Staff Secretary**

The staff Secretary is responsible for keeping legal minutes and records of the Board meetings. COO is responsible for this role. She/he shall engage the Finance and Administrative Officer as appropriate in assisting with record keeping.

### **Honorary Chairperson**

The Governance Board shall nominate a current director with an exceptional contribution record to Noolaham Foundation as a Honorary Chairperson. She/he is chosen by the board. She/he term corresponds with the term for their directorship role. She/he represents the Noolaham Foundation ceremoniously, including signing off on correspondence, providing Annual Report statements, and being Noolaham Foundation's representative at events.

## Election Process

A board position may become open due to the end of term, resignation or death of a board member. If a term is ending, the board shall initiate the process to nominate new members 6 months prior the end of the term. Other openings shall be fulfilled within 6 months.

Anyone can nominate a person to the Board from a person from Gray Board, provided they get the approval of the person being nominated in writing/email, and provide her/his contribution

record/biodata. She/he should have been in the Gray Board for minimum of 2 years. If needed, Noolaham Foundation shall undertake open nominations (public announcements) as needed to recruit candidates.

The nominated board member should make them selves available for a direct meeting and/or question/answer session with the Governance Board as well other stakeholders. If needed, additional background checks such as reference check and work history check shall be undertaken by the staff.

The board shall seek and take into consideration opinions from Chapters, Gray Board, Advisory Board, COO regarding the shortlisted candidates.

The new member can be elected on any scheduled policy board meetings. Three quarters (75%) of the current board must approve the election of a new board member.

### Board Meetings

Please see the [Governance Board Meeting procedure](#).

### Board Assessment

The Governance Board is accountable to staff, volunteers, content contributors, source contributors, donors, supporters, users and the communities it serves. Assessment is an important component for accountability. Assessment is important to ensure that the Board members carry out their roles and duties responsibly. The [bricks](#) can be updated during the time of the assessment and used as an approximate evaluation tool to guide the assessment process.

Two types of assessments are to be undertaken in November reflecting on the performance for the year. The achievements and shortcomings can be valuable input to the Annual Report.

- [Board Assessment](#)
- [Board Member Self-Assessment](#)

If a board member is not able to fulfill minimum duties, the Board shall undertake a Board Member Assessment. If the assessment results are poor, the Board shall request the member to become a Gray Member until they are able to contribute better. If that board member is unable to bring their performance up in the Gray Board, she/he shall cease their Governance Board directorship.

### Gray Board

The number of positions in the Governance Board is limited for logistical reasons. However, there is a need to involve and take input from key volunteers who contribute significantly to processes and projects. There is a need to support volunteers or even existing board members

who are unable to function as full board members for personal reasons. Further, there is a need to develop the next generation of leaders. Recognizing these needs, Noolaham Foundation has established a Gray Board. Towards these aims, at least one third of the Gray Board members should consist of the marginalized and underrepresented communities.

Gray Board consists of key volunteers who can provide valuable insight and supplement Noolaham Foundation's capability. Gray Board members have preview to Noolaham Foundation's Board communications and are invited to the Board meetings. However, they do not have legal obligations and do not have voting rights.

The qualifications and election process for Gray Board are same that for the Governance Board except that they only need to take responsibility for [minimum 3 bricks](#) that sustain Noolaham Foundation. Please refer to the Governance Board Member Qualification and Election Process process sections for details.

### Emeritus Board

Emeritus Board consists of invited former Board members, Steering Board members, Regulatory Board members who are able to continuously provide strategic input to Noolaham Foundation. They can engage with selected processes and project teams.

### Advisory Pool

Advisory Pool is a network of individuals who provide technical advice and inputs to Noolaham Foundation's programs, operations (processes and projects), and governance. Experts from diverse fields, including librarians, archivists, documenters, subject scholars, researchers, writers, project managers, facilitators, publishers, photographers, videographers, accountants, legal experts, designers, communication specialists, translators and ethicists will be identified and engaged as process or project affiliated experts. Scope for an Advisory Board is to be explored in the short term.

## Policies/Procedures, Guides and Manuals

Noolaham Foundation develops policies, procedures, guides, manuals, process and project documentation to effectively undertake its work as well as to self-archive its organizational knowledge.

Policies are developed by the Governance Board to provide direction about a concern. Procedures are developed by the Governance Board and/or Management to help implement policies or workflows. Guides are reference documents to assist someone to learn or do a specific task. Policies, procedures, guides as well process documentation are composed into manuals. Currently there are two manuals: Governance, Operations and Programs Manual 2020 and Human Resources Manual.

Policy development and implementation workflow is as below:

- Assess the issue or the purpose for which a new policy or amendment to an existing policy is needed.
- Gather information and consult appropriate stakeholders.
- Draft the new policy or the amendment.
- Finalize/approve the policy.
- Support implementation.
- Monitor and Evaluate that policy is being implemented.

## Policy Violations

Volunteers, staff and other stakeholders must respect the policies established for all to work together. If she/he objects or sees room for improvement regarding any policy, please bring forward your suggestion to process mentors, management and/or Governance Board. Also, you can contribute your suggestions anonymously as well.

Policy violations must take into consideration the following:

- Scope/seriousness of the violation
- Repetitive violations
- Prior feedback given to the person
- Experience and training of the person

## Responding to Violations

- Violations must be documented by either management and/or Governance Board Convener and brought to Governance Board meetings. The documentation must reference specific policy violations, and include details such as who, when, where and how.
- The Governance Board must receive input directly from the volunteer in question to tell their side of the story.
- Noolaham Foundation policy violations related discipline shall be decided by the Governance Board.
- Violations that need immediate response may be dealt with via email and/or a Special Governance Board meeting. Violations that would need immediate response include fraud, harassment, discrimination, violence or threat of violence and serious breach of code of conduct.
- Disciplinary actions must be proportional and escalated based on seriousness of the behavior.
- Illegal behaviour must be reported to respective authorities as appropriate.



## The Steps of Discipline

The Steps of Discipline are adopted from [Positive Discipline of Volunteers](#). Please refer to the link for specific details and sample letters. All written letters must be added to the Volunteer Record.

### **Training and Education**

Provide training and education regarding the policy. Consider if policy needs to be clarified. Ask the volunteer how the organization can better support them to follow/implement the policy.

### **Verbal Warning**

Informally, and informatively tell the volunteer the issue. Start by telling them what they are doing well, and point out the shortcoming in the larger context.

### **Written Warning**

Provide a written warning to the volunteer via a one-on-one meeting. Be specific about the behaviour and policy violation and what different behaviour is needed.

### **Probation (Still contributing/working)**

As above, indicate the behaviour, violation and change in behaviour needed. Further, be specific about the length of time they will be on probation. Specify under what terms the probation will end.

### **Suspension**

Someone is suspended from actively participating in Noolaham Foundation activities. This gives everyone time to regroup and reset. If the volunteer is a Governance Board board member, she/he won't be able to attend the meeting and not be able to vote for the duration of the suspension.

### **Termination**

Causes for termination include:

- Repeated and significant violation of code of conduct and other policies and procedures as outlined in NF Governance, Operations and Programs manual.
- Serious one-time violations of rules, e.g. harrasment, discrimination, theft, violence

## Volunteers

Noolaham Foundation is a volunteer driven organization and volunteers are an integral part of the organization. From governance to on the ground activities, volunteers play critical roles

leading and supporting organizational activities at all levels. Noolaham Foundation values the significance of the contribution made by the community members and strives to promote an inclusive, collaborative, and co-creative culture in its management and operations.

## Volunteer Roles

All of Noolaham Foundation's concerns and activities are organized as processes and projects as noted above. Volunteers are welcome to contribute at all levels respecting accountability, reporting and communication procedures outlined in this manual. Specially, volunteers contribute via the following roles:

### **Process/Project/Chapter Volunteer**

Process/ Project Volunteers support Noolaham Foundation's various processes and projects that range from digitization to writing software, from contributing content to help organize an event. Process/Project Volunteers at all times and at all stages of the process/project shall work in collaboration with the Noolaham Foundation staff. Volunteers and staff from different offices, regions and countries work together as a team. All progress and updates related to the particular process/project should be transparent and be communicated to the entire team through the respective email thread and/or Slack.

Volunteers affiliated with a particular Noolaham Chapter form the volunteer team for that Chapter.

### **Process/Project Affiliated Advisor**

Experienced volunteers who can provide advice/consultation regarding a specific Noolaham Foundation's project/task, i.e. reading palm leaf manuscripts and providing advice to contextualise and create quality metadata.

### **Project/Process Mentor**

Process/Project Mentors or Co-Mentors provide an ongoing oversight and guidance for process and projects. Sector Manager (staff), and Project/Project Mentors/Co-Mentors form the leadership team for a process or project. They supplement and support the staff and volunteers capability. Process/Project Mentors should not do job assignments or change priorities without consulting the Chief Program Officer. All progress and updates related to the process/project should be transparent and be communicated to the entire team through the respective email thread and/or Slack.

### **Governance Board Member**

Contributes to the Governance Board as described in the Governance Board section above.

## Active Volunteers and Volunteer Alumni

Volunteers currently part of process or project teams, the Board and Chapters are considered active volunteers. Volunteers who contributed in the past, but who no longer contribute active

as noted above from the Volunteer Alumni. All volunteers' contributions, big or small shall be recognized as noted below.

### Volunteer Contribution Recognition

In order to document and preserve the contribution of each volunteer since its inception, Noolaham Foundation aims to archive the work that has been undertaken by each individual. A short bio and a professional photograph of the volunteer shall be collected by the Noolaham Foundation's Program/Process Sector Manager during the course of the project/process implementation. The Program/Process Sector Manager is responsible for writing a brief summary of the work that was undertaken by the volunteer. This information shall be made publicly available in some form as a formal recognition of the contribution made:

- On Noolaham Foundation's website/blog in a dedicated "featured volunteer" section
- Include in monthly/annual reports
- Include in other marketing and promotional materials

### Volunteer Outreach and Mobilization

Noolaham Foundation shall organize community outreach events to attract potential volunteers and contributors.

### Strategic Management

Noolaham Foundation's Strategic Plan envisions where the organization aims to be at a future time point and how it is going to get there. Generally, a three to five year Strategic Plan is developed, which is used to direct Noolaham Foundation activities. The Governance Board is responsible for developing the Strategic Plan via a collaborative and participatory process involving volunteers, staff, users, Chapters, and the wider Noolaham Community. The plan must represent a collective vision of the institution.

This manual does not prescribe a detailed strategy development process at this time.

### Sustainability

Noolaham Foundation's primary commitment is to digitally preserve and provide open access to knowledge resources of the Sri Lankan Tamil speaking communities for the long term. The purpose of the institution is to serve that mission. Long term sustainability is critical to that mission.

### Organizational Sustainability

The organization needs to be self-sufficient in its operations, management and governance. For Noolaham Foundation, in practice, this means that staff have the capacity for operations and management without significant volunteer input. A positive, collaborative organizational culture

is built. The organizational knowledge is continuously developed, documented, integrated and transmitted to staff, volunteers and stakeholders effectively.

Organizational sustainability means reducing the reliance on few core volunteers to pull the majority of the workload in governing the organization. A balanced and diverse Governance Board is essential for organizational as well as resource sustainability.

In addition, Noolaham Foundation needs to manage credibility and regulatory risks. For instance, it needs to ensure that monthly reports, project reports, audit reports and annual reports are released on time. It fairly records and recognizes the contributions of all. It respects all applicable copyright laws.

### Resource Sustainability

Noolaham Foundation needs to ensure a reliable and diverse source of funding.

### Technological Sustainability

Digital preservation and access is a challenging and evolving technical endeavor. Noolaham Foundation needs to continuously adapt its technical capacity to fulfil its service obligations.

## Resource Mobilization and Sources of Funding

There will be two main resources for resource mobilization namely regular and non-regular donations. Regular donations fund operations and non-regular donations fund projects and initiatives.

Regular resources are provided by relevant resource networks throughout the world, specifically the parent organization, Chapters, and member supporters. All chapters will ensure their commitment during the fourth quarter of each year and will mobilize funds and commitment by the first quarter of the following year, while the second and third quarters will be the periods for actual implementation. Reporting will be carried out during the fourth quarter of each year.

Meanwhile, through non-regular funding sources such as project grant, donation for specific activities, and other grants, most of the project related activities or plan of action will be carried out. The Program and Projects sector in consultation with Management and Board members will identify potential entry points and based on the market requirement or the donor requirement will analyze and formulate proposals, and support management to appraise, finalize and submit them to donor communities. The overall approval for projects will be endorsed by the Board of Directors before the submission to donors.

## Partnerships, Collaborations and Networking

Noolaham Foundation nationally and internationally holds a significant stakeholder network with relevant parties and volunteer force. Many academic and professional institutions and donor communities have been supporting to implement diversified projects targeting protection and preservation of documents that are generated by Tamil speaking community of Sri Lanka.

Noolaham Foundation welcomes coordination and collaboration initiatives from various strata of interested stakeholders and clients. Overall coordination strategy is managed by the Board of Directors (BOD), while the respective chapters identify and propose possible coordination mechanisms to BOD for approval. International collaboration through individual and institutional grant and friends of Noolaham Foundation are striving agents for coordination and carrying out diversified documentation and preservation activities in Sri Lanka.

## Annual Plan and Budget

Annual Plan and Budget is the primary operational planning document for Noolaham Foundation. The Governance Board in consultation with Management, Chapters and other stakeholders develop the APB in November/December months and it must be approved by January. APB specifies the projects, staff level as well as operational and project funding sources for a given year.

[Noolaham Foundation's Basic Operations Budget](#) specify the basic human resource and overhead expenditure for Noolaham Foundation's operations. These budget items have been developed and agreed upon based on Noolaham's long experience.

The Annual Plan and Budget should include a Diversity Report and a Diversity Plan to improve diversity in collections, in organization and of people at Noolaham Foundation.

## Official Language Policy

Recognizing that internal documentation practices are exemplary of Noolaham's objectives and values, the organization must make all official policies and guidelines in Tamil and English to ensure full participation of Tamil-speaking communities in Sri Lanka and in Diaspora.

## Chapter 3 - Organizational Management and Operations

Organizational Management and Operations is a cross-cutting sector that is responsible for executing, managing and reporting on all of Noolaham Foundation processes except the ones noted in the Governance, Policy and Strategy sector. The Chief Operating Officer and the Management team are responsible for this sector. The Chief Operating Officer reports to the Governance Board and his/her performance is evaluated by the Board. It is specifically responsible for the following processes:

Process 11 : Volunteer Engagement and Recognition

Process 18 : Operational Tracking Sheet Management (OTS)

Process 19 : Internal Document Management System (DMS)

Process 20 : Office Management (Jaffna)

Process 21 : Office Management (Batticaloa)

Process 22 : Office Management (Upcountry)

Process 31 : Organizational Events (SL)

Process 33 : Chapter Operations - United Kingdom

Process 34 : Chapter Operations - Canada

Process 35 : Chapter Operations - Norway

Process 36 : Chapter Operations - USA

Process 37 : Chapter Operations - Australia

## Management

Noolaham Foundation's senior management team consist of the following roles:

- Chief Operating Officer
- Program Manager
- Digital Preservation & Library Manager

In addition, the management team includes the following roles:

- Digital Library & Archive Sector Lead
- Digital Processing & Preservation Sector Lead
- Finance, Human Resources and Administration Sector Lead
- Technology Infrastructure & Development Sector Lead
- Advocacy, Communications & Public Relation Sector Lead

## Chief Operating Officer

COO and the Management team are responsible for executing the processes and projects according to the mission, objectives, strategy and operational plan given by the Governance Board. COO has the final authority with respect to operational matters. The COO is accountable to the Governance Board and must be able to justify decisions to the Board.

Primary responsibilities of the COO include the following:

- Tracking, executing, managing and reporting on Operational Plan and Action Items
- Performance monitoring and professional development of staff
- Ensuring that Noolaham Foundation's activities are transparent, and its activities and impact are communicated to stakeholders on time via Monthly/Project/Annual Reports and other communications.

If there is a conflict between COO and a process or project mentor/co-mentor, it shall be brought to the Governance Board meeting as an issue.

## Operational Plan

Noolaham Foundation's Operational Plan reflects the organization's yearly objectives, taking into consideration budget and human resources constraints. Strategy Plan as well as Annual Plan and Budget (APB) set the overall direction. The Sector and Project tracking documents are considered the standing operational plans.

## Office Management Procedures

- [Receiving Office Visitor Procedure](#)
- Office Inventory Management
- Keeping Office Clean

## Operational & Governance Tracking

Noolaham Foundation tracks its ongoing work via the Sector and Projects tracking sheets. Many other issues, new tasks arise during the day to day work that are not tracked via those sheets. In those cases, those need to be tracked using Operational and Governance Tracking sheets. Each entry in the Operational and Governance Tracking is called an Action Item, Task, or Ticket. All meetings action items must be included and the number included in the meeting notes. Process Tracking sheet is used by staff and volunteers to highlight long pending or pressing tickets to the Process Mentors/Co-Mentors.

## Document Management System (Record Management)

Noolaham Foundation is a self-archiving endeavor. Thus, the documents produced by the organization are considered a key output of the organization. Those documents contain information and examples other organizations can use. With few listed exceptions, all of Noolaham Foundation documents must be released for Open Access under CC BY-SA 4.0 license.

## Document Types

- Manual - Compiled set of policies, procedures, standards, guides that direct organizational activities. Developed and approved by the Governance Board.
- Policy - Provides direction on a specific area. This includes the Noolaham Foundation Strategy document. Developed and approved by the Governance Board with the assistance from the Management.
- Standard - Sets the quality or performance standard for a given area. Developed and approved by the Governance Board with the assistance from the Management.
- Procedure - Developed by Management to guide a specific activity.
- Guide - Developed by Staff to help accomplish a specific task or provide information about an area.
- Form

- Tracking Sheet
- Organizational Reports
  - Monthly Report
  - Audit Report
  - Annual Report
- Business Process Document
- Project Documents
  - Project Proposal
  - Project Update Report
  - Project Final Report
- Communication Materials
  - Pamphlet
  - Video
  - Images
- Accounting Documents

## Chapter 4 - Program and Projects

Noolaham Foundation's Program and Project sector is responsible for developing and executing its various projects. All projects are managed as a single Program. Majority of Noolaham Foundation's projects are Documentation and Collections Development focused, including the core Collections Development process. Program and Project Management is the responsibility of the Program Manager.

### Program Focus Areas

Noolaham Foundation works in four intervention areas which align with its four objectives. The four areas are Research and Collections Development, Documentation and Digital Preservation, Digital Library and Digital Archive, and Building Communities of Practice. Together, they provide a knowledge infrastructure for Sri Lankan Tamil speaking communities with varying needs, capacities and aspirations.

- Documentation and Collections Development
- Digital Processing and Preservation
- Digital Library, Archive and Information Services
- Building Communities of Practice

### Focus I: Documentation and Collection Development

Noolaham Foundation aims to document a wide range of subjects through innovative collection development strategies, documentation initiatives and research based approaches. Noolaham Foundation collects, arranges and describes the knowledge resources objectively, within a social-justice and an ethical framework.



Subjects include, science and technologies, trades and crafts, education, public health, human rights, arts and culture, rituals and beliefs, language and literature, landscapes and environment, biodiversity, ethnography and race relations, social structures, genealogy, kinship patterns, archeology and history etc. The main goal and impact of this work is to ensure the preservation of records for future generations, and to enhance access to these records for worldwide Tamil speaking communities through participatory contribution and collective actions.

Textual, oral, visual and artifact knowledge resources are documented and digitally preserved. This includes both published and archival records. There is a huge volume of materials, including monographs (books), periodicals, newspapers, booklets, reports, souvenirs, felicitations, mementoes, posters, leaflets, invitations, factsheets, dissertations, abstracts, olaisuvadi (ola manuscripts), diaries, letters and other hand written materials, audio, video, photo and images, maps, drawings, web sites and electronic resources. Digitization, multimedia documentation and dataset development are three main methodologies used to digitally capture knowledge resources.

Noolaham Foundation gives specific resources and consideration towards the following collections:

- Muslim Archive
- Upcountry Archive
- Women Archive
- Dalit Archive / Anti-Caste Struggle
- Vedar Archive
- LGBTQ+ Archive
- Minorities of North East

## Focus II: Digital Processing and Preservation

The second focus area is digitization, digital conversion, digital processing and long term digital preservation according to international standards. Noolaham Foundation uses manual, sheet-feed scanning and camera scanning as appropriate for digitization of textual material. We have developed the capacity to edit and produce quality media outputs such as oral histories and documentaries. We are currently developing digital conversion capacity to convert analog audio/video cassette into digital files.

Digital preservation is much more than scanning. It requires advanced digital technological infrastructure to develop, store, preserve and make accessible high quality resources for a wide range of uses from reading/using online to machine learning. Investing and building the digital processing and preservation capacity will enable Noolaham Foundation to establish itself as a leader in this area in South Asia.

### Focus III: Digital Library, Archive and Information Services

The third focus area is related to open access, knowledge discovery and knowledge mobilization. Noolaham Foundation aims to support maximum online open access to all of its resources via an easy to use multilingual (default Tamil) platform. Currently, Noolaham Foundation is working on migrating the content from its various platforms into Islandora 8 powered next generation platform. Any authorized user from anywhere will be able to contribute in building the content. Further, the platform is envisioned as a research information system to help researchers/students/activists etc and function as an entry-point for interactions between intellectuals.

Describing, classifying and organizing knowledge/information is critical for its discovery and use. Noolaham Foundation seeks to apply emerging library and archival science principles in its digital libraries and archives.

The key idea behind knowledge mobilization is taking archives to the people. Taking the knowledge resources to the users and enabling its active use. Reference services, research support and online/offline knowledge outreach services are key knowledge mobilization oriented services.

### Focus IV: Building Communities of Practice

There is a need to decentralize and democratize libraries, archives and museums - the memory institutions to serve the needs of diverse communities. There are many community libraries and archives involved in the Sri Lankan and Tamil speaking communities context. Noolaham Foundation seeks to engage and collaborate with these organizations at the grassroots and global levels. Collaborations include knowledge/skill/equipment sharing, capacities building and depositing/hosting materials. As a self-archiving endeavor, Noolaham Foundation considers the institution and its organizational knowledge as a key output to the community. Further, we seek to engage with professional fields such as library science, archival studies, museology as well as traditional institutions.

## Noolaham Foundation Services & Capabilities

Noolaham Foundation delivers the following services to its users and communities. Noolaham Foundation capabilities are built to develop and support these services.

### Noolaham Digital Library ([noolaham.org](http://noolaham.org))

Noolaham Digital Library is the largest Tamil digital library online with more than 75,000 print resources. The digital library serves students, researchers, historians, activists and the public. Significant collections include:

- Special Collections (as noted above)
- Newspapers

- Magazines
- Books
- Commemorative publications
- Palm-Leaf Manuscripts

### Aavanaham Multimedia Archive ([aavanaham.org](http://aavanaham.org))

Multimedia Archives supports preserving and providing access images, video, audio and electronic media. In addition, it supports Noolaham Foundations archival collections. Significant collections include:

- Open Educational Resources
- Oral Histories
- Audio Books
- Ephemera
- Thematic Collections
- Image Audio Video Collections
- Web Archive
- Village Documentation

### Open Data Sets

Open Data is the driving force for Machine Learning technologies. Open data also provides valuable information for NGOs and governments to design their programs. Currently, the following datasets are provided by Noolaham Foundation:

- Bibliographic Dictionary
- Organizations
- Places
- Open Tamil Texts

### Institutional/Personal Repository Services

Noolaham Foundation provides digitization and archiving services for schools, non-profits, and cultural organizations with the aim to build open access and interoperable repositories. Our aim is to help institutions preserve and share their knowledge bases and memory for the long term. The following institutional repositories projects have been completed to date: Women's Education and Research Centre, International Center for Ethnic Studies Digitization, Colombo Royal College (a DVD was released), Jaffna Hindu College (a DVD was released) and Jaffna Vembadi Girls' High School (a DVD was released).

## Virtual Reference Service

Virtual Reference service is an important constituent of Noolaham Foundation services. Students, teachers, researchers, or anyone can ask a question or resource via email or form. We aim to provide real-time virtual reference service in the new future.

## Research Support

Lack of open access and lack of digital literacy are key barriers for education and research in Sri Lanka. Majority of students, teachers, researchers, and scholars do not have access to journal articles because they are behind high cost paywalls. Noolaham Foundation Research Support service aims to fill that gap by linking students and emerging researchers to resources and experts. The target audience for this service are final year undergrad, masters or phd students. They must be enrolled in a program or have demonstrated a research interest.

## Knowledge Mobilization Support

Though Noolaham Foundation and other organizations have developed significant amounts of knowledge resources, their use is limited for various reasons. For instance, many students, teachers, researchers, policy makers, activists, and the public may be unaware about these resources. They may not have the skills to use these resources effectively. Different delivery mechanisms such as print or CD or offline versions may be needed. Taking the resources to the users via workshops, outreach events, networking, offline media etc are part of the knowledge mobilization support services.

## Collections Development

Noolaham Foundation's Collections Development aims to build useful collections to serve the knowledge needs of the diverse Sri Lankan Tamil speaking communities. It balances the need to preserve the diverse historic and cultural materials with the need to provide more current educational, health, legal and vocational information. It also includes the creation of collection development policy, and collection assessment.

## Research based Documentation

Research based Documentation is an evolving capability for Noolaham Foundation. Noolaham Foundation has recognized the importance of having researchers, subject matter experts as part of the documentation and collection development teams to shape respective processes.

## Multimedia Documentation

Multimedia documentation is an important methodology used by Noolaham Foundation to record knowledge resources not covered by textual sources. This is a field work based approach. Oral histories, photography, videography as well as complete documentaries are produced to document the oral, visual, artifact or other tacit knowledge sources. Traditional

trades and crafts documentation, village documentation are examples of projects that have used this methodology.

### Oral History Recording

Oral history is one of the main methodologies to capture non-textual knowledge sources. Noolaham Foundation has extensive experience and capability to conduct, record and publish oral histories.

### Web Archiving

Noolaham Foundation has the capacity to archive and make discoverable websites, blogs, forums, social media such as twitter. Though Noolaham has capacity, it has not been one of the active projects

### Cataloging & Metadata Services

Noolaham Foundation has capability to create standard compliant library catalogues and archival descriptions. This is also offered as an external service at cost recovery to other organizations.

### Digital Repository and Discovery Mechanisms

Noolaham Foundation has extensive experience with open source digital library (Islandora stack), digital archive (Atom) and content management systems (Drupal, MediaWiki). In addition, it has experience with learning platforms such as Moodle. These capabilities are used internally as well as offered externally for fee for select projects.

### Digitization and Digital Conversion

Noolaham Foundation has the capability to digitize print materials according to international standards. It uses manual, sheet-feed and camera scanning as appropriate for digitization. It is also developing capability to convert analog audio/video cassette into digital files.

### Digital Preservation

Digital preservation is much more than digitization. From checking file integrity to taking adequate backups, there is a range of standards and practices that needs to be followed for digital preservation. Noolaham Foundation has adopted and implemented NSDA Levels of Digital Preservation standards.

### Workshops and Events

The Noolaham Foundation events program focuses on building volunteer communities and educating the wider public on various issues including information literacy, digital library usage and digital preservation. Lectures, seminars, workshops and exhibitions are conducted through this program.

## Publications

Noolaham Foundation publishes books, newsletters, a magazine and a journal. This program is a part of the outreach strategy of the Foundation and contributes towards raising awareness and documentation. Noolaham Foundation also reprints important, rare, out-of-print books.

## Collections Development Sub-Committee

The Collections Development Sub-Committee focuses on building collections to represent and serve the needs of diverse Sri Lankan Tamil Speaking communities via an open, participatory and inclusive process. The role of the Collections Committee is to provide support and expertise to the Program Manager and to each other regarding the mission.

### Membership

The Collections Committee shall in minimum consist of the following five members:

- Collections Development process mentor from Governance Board
- Program Manager (Secretary)
- Upcountry Archive Representative
- Women Archive Representative
- Muslim Archive Representative

In addition, the committee is open to members representing the following special collections:

- Anti-Caste Struggle Archive/Dalit Archive
- Vedar Archive
- LGBTQ+ Archive
- Minorities of North East Archive

Members are appointed for 2 years renewable terms. The committee must be approved by the Governance Board.

### Goals

- Provide feedback and help develop/evolve the Collections Development Policy
- Be advocate for the Special Collections, be the communities' voices
- Identify, link, network potential works, content sources, content contributors, collaborators and partners, volunteers
- Provide feedback as requested for projects.

### Meetings and Reporting

The Collections Committee shall meet quarterly. It reports to the Governance Board.

### Communication

NF : Process 23 : Collections Development email thread and slack channel

## Collections Development Policy

The goal of the Noolaham Foundation's Collection development policy is to give clear directions for developing and creating collections via its Program and Projects. Collecting, preserving and providing access to materials is a resource constrained activity, thus prioritizing materials based on objective criteria becomes necessary.

Noolaham Foundation collects and develops materials created by, about and related to Sri Lankan Tamil speaking communities. This is a basic policy principle that applies to all our collections with the exception of Tamil reference resources. All public domain or permissions obtained Tamil reference resources, specifically encyclopedias, dictionaries and bibliographies are preserved and made accessible.

Noolaham Foundation recognizes the gaps and silences in its own and mainstream archives and libraries of many marginalized communities' resources, including those of Women, Upcountry Tamils, Muslim, LGBTQ, Vedar, Minorities of North East and oppressed caste communities. Collections via Program and Projects is one of the main avenues within the organization to repair those gaps and give voice to the marginalized. Thus, developing a diverse collection representing the diverse communities Noolaham Foundation represents and serves is at the core of Collections Development Policy. Balancing the need for educational, economical, and development focused resources with historical and cultural resources is also a major consideration.

Noolaham Foundation recognizes that those with funding resources, influence/power and organizational capacity are better represented via published resources and have the capacity to support documentation projects. Thus, an intentional and institutional framework is needed to allocate attention and resources towards the marginalized voices.

Examples of allocating attention and resources towards the marginalized voices:

- Prioritize processing and access of marginalized communities' resources.
- Dedicated Staff Person - If resources about/by a particular community or archive is under represented, then having a dedicated staff person for that archive will help.
- Developing Archival/Oral/Visual/Artifact Resources - If there is a lack of published resources by/about a particular community, then focusing on oral, visual, archival and artifact documentation can help.
- Equitable Collection Development Resource Allocation - If the main office is located in one place, then there is a likelihood that resources from that region would receive the most attention and resources. Having more equitable collection development staff and volunteer resources to represent diverse communities can help balance that.
- Representation - Collection Development Committee needs to have diverse voices represented and actively providing input.
- Develop accessible formats such as audio books for print books and transcripts for audio/video resources.

The following criteria is used as a general guideline to evaluate a material at the item level.

- Is a Special Collection item - 20
- Information Value
  - Rare Resource (ola manuscript, inscription, unique folklore, rare artifact) - 25
  - Educational & Scientific - 15
  - Public Health, Public Policy, Human Rights - 15
  - Historic and Cultural Value - 15
  - Artistic and Aesthetic Value - 10
  - Social or Spiritual Value - 10
- Use Value
  - Has use value to a wider audience (i.e text books, public health info) - 15
  - Has use value to specific or limited audience (i.e memoirs, anniversary publications) - 10
- At-Risk item
  - High Risk (only one copy of the work exists, endangered due to external factors) - 25
  - Low Risk (i.e published work with known holdings) - 5
- Permission Obtained - 5

## Collections Specialists Network

Collections development work is undertaken by a network of collections specialists spread across Sri Lanka, including Upcountry, East, Mannar and Jaffna. These specialists undertake the work according to the collection development policy, with focus on special collections. Their work is compensated based on work completed and transferred. The work undertaken by Collections Specialists can include:

- Writing biography based on original research
- Writing biography based on secondary reference
- Writing an organizational profile based on original research
- Writing an organizational profile based on secondary reference
- Writing a magazine/newspaper article
- Writing a research article
- Creating research guides
- Oral history recording (personal histories)
- Oral history recordings (research topics)
- Own photography - 100 selected photographs
- Own videography - 1 hr selected recording



- Graphic work
- Event recording - per event
- Field research essay
- Source collection - 25 published works
- Source collection - 100 archival records
- Metadata creation (for archival records)
- Audio and video collections from online sources (with permission)
- Dataset development - 100 records per dataset
- Completed Short Documentary (20 - 40 mins)
- Completed In-Depth Documentary (1 - 2 hrs)
- Develop, organize and execute community event

Note that all original works created for Noolaham Foundation will be released under Creative Commons Attribution-ShareAlike 4.0 International (CC BY-SA 4.0) license. The creator/author will be fully credited as per the license.

## Project Management

Noolaham Foundation has adopted an integrated approach to project development and management. Projects are broadly classified as Program related and Operations related. All Program projects are carried out by an integrated team of staff and volunteers across geographic offices and Chapters as appropriate. Chapters are able to undertake resource mobilization and outreach related activities on their own, but not program related activities. This arrangement is needed to ensure to avoid duplication and bring an integrated focus to the Noolaham Foundation program.

All of Noolaham Foundation projects must be towards achieving its mission and objectives and in accordance with its guiding principles, strategy, policies and standards. Even if external funding is not available, Noolaham Foundation has a duty to balance underrepresented voices and communities in its projects.

A participatory and collaborative approach is used at all stages of the projects with all stakeholders. All project activities undertaken by volunteers and staff from the initial stages must be done transparently. Specifically, if volunteers or staff outreach potential collaborators or vice versa, she/he must inform via the Initiatives & Proposal Writing thread regarding the interaction.

## Project Life Cycle

- Noolaham Foundation and relevant volunteers or stakeholders identify a project.
- Noolaham Foundation prepares a proposal document (Annex 5) which consists of Background and objectives, Target and Results, Justification, Beneficiaries, Implementations, Budget, Work plan, and required annexure.

- The proposal is forwarded to management for assessment and approval by the Program Officer.
- The proposal is then submitted to the Governance Board for review and approval.
- If donors agree, an agreement should be signed between the Noolaham Foundation and donor agency.
- A more detailed Project Management Plan must be developed by the Program Officer extending the proposal. This plan must be approved by the Chief Operating Officer.
- As a general rule, Noolaham Foundation will do the procurement for projects. If any exceptions are to be made, the implementing agency should consult the Operations Unit in Noolaham Head Office.
- Funds shall be released to the implementing agency or obtained from donor agency as per agreement and against the milestones and deliverables. Generally, minimum 50% of the funds should be released before the project can commence.
- Project Status Updates must be submitted weekly to the Program Manager. Project Update Report must be submitted monthly on an agreed upon frequency by the Chief Operating Officer to the relevant stakeholders.
- After the close of the project, a Project Post-Mortem meeting should be held within one month with all stakeholders. The Lessons Learned and/or Learning Patterns should be documented in the Final Project Report.
- The Final Project Report must be submitted and approved by the Governance Board within three months.

		Person/s Responsible	Key Outcomes	Signing Authority
<b>Phase 0</b>	Project Exploration	Volunteers & Staff	Informing via the Initiatives & Proposal Writing of all engagements	
<b>Phase 1</b>	Project Initialization	Stakeholders/Volunteer/Dedicated Staff Member/Experts	Project Proposal	Governance Board
<b>Phase 2</b>	Project Approval and Agreement	Board of Directors, Chief Operating Officer, Stakeholders/Experts	Final Project Proposal, Agreement	Governance Board & External Organization (if any)

<b>Phase 3</b>	Creating a Project Management Plan	Program Officer, Project Team (Approved by Chief Program Executive)	Project Management Plan	Chief Operating Officer
<b>Phase 4</b>	Direct, Manage and Execute Project Work	Program Officer, Project Team	Project Status Tracking Sheet	Program Manager
<b>Phase 5</b>	Monitor and Control Project Work	Board of Directors, Chief Operating Officer, Program Manager	Project Update Reports	Chief Operating Officer
<b>Phase 6</b>	Project Close	Senior Program Officer & Chief Program Executive.	Final Project Report	Governance Board & External Organization (if any)

## Chapter 5 - Digital Library, Archive and Information Services

The collections and intellectual content developed via the Program and Projects is received by the Digital Library, Archive and Information Services for arrangement, description, rights research and to provide discovery services via Noolaham Foundation platforms. This sector works closely with the Digital Processing and Preservation sector, which processes, digitizes and develops access copies of the material as well as to digitally preserves the material. Further, this sector is responsible for providing library services such as Reference Services, Research Support and Knowledge Mobilization Support. The following processes come under this sector:

Process 26 : Digital Library, Archive & Information Services

Process 25 : Rights Management

Process 29 : Research (Archive / Library)

Process 30 : User Services & Reference Services

### Open Access Policy

Documentation, Digital Preservation and Open Access are three pillars for Noolaham Foundation's work. By Open Access, we mean that the resources are freely available online for all to read and use. Our collections development focuses primarily on public domain/creative common resources and resources which we can legally make openly accessible by obtaining necessary permissions.

## Digital Object

Each creative work such as archival record, book, image, oral history, or video is considered a single conceptual digital object. A digital object consists of the following logical components:

Bagit with checksum manifest.

- Master files
- Alternate formats (i.e OCR)
- Access copies/derivatives
- Metadata (descriptive, technical, administrative and rights)
- Permission File (if under copyright)

Information only content such as biographies are preserved as a dataset.

## Metadata Standards and Management

All materials (library and archival collections) received by Noolaham Foundation via its program must be arranged and described at the item level before processing or digitization.

### Descriptive Metadata

Noolaham Foundation uses an application profile derived from Metadata Object Description Schema (MODS) standard for its descriptive metadata. The profile can be found [here](#).

### Technical Metadata

Technical Metadata is automatically extracted using FITS for all files. The key technical metadata that needs to be tracked include the following at the master file level:

- Checksum \*
- File Format \*
- Bit Depth
- Resolution for Image and Audio
- Codec for Video and Audio
- Sample Frequency for Audio

### Administrative Metadata

Administrative metadata provides information to help manage a resource, such as when and how it was created. The following info needs to be tracked at the work level.

- Processing Location
- Processing Staff Person
- Archival Information Package (AIP) Creation Date
- Last Time Checksum Checked
- Digitization/Digital Conversion Status
  - Metadata Only - No Known Source

- Digital Copy Available - Not Public
- No Digital Copy - Analog/Physical in Office
- No Digital Copy - Analog/Physical Source Known

## Rights Metadata

Rights metadata helps us determine the copyright status of the work, the provenance or the source of the material and the access level assigned to it.

- Source (Source Contributor)
- Copyright Holder (Content Contributor; generally this is the author, sometimes publisher, sometimes multiple parties)
- Published Date (We assume it is same as Copyright Date)
- Access Rights Statement
  - Metadata Only
  - Permission Not Yet Obtained for Release
  - Access by Permission
  - CC BY-NC
  - CC BY-SA
  - Public Domain

## Rights Management

All content received by Noolaham Foundation must undergo rights research parallel to description and before being digitized or processed. Rights researcher must enter the rights metadata as noted above. Rights research will impact the Digitization Selection Policy.

## Noolaham Policy on Intellectual Property Rights

Noolaham Foundation respects Intellectual Property Rights. Noolaham Foundation identifies a risk related to open access policy. Promoting open access might demotivate the publishers and authors to write and publish.

### **Objectives of Policy**

- To provide clear vision and consistent message to stakeholders, Governments, Rights holders about the Noolaham Foundation's position on Intellectual Property Rights
- To inform the public and clients as to how the intellectual properties created by Noolaham Foundation shall be accessed and utilized.

### **Commitment**

- Noolaham Foundation respects Intellectual Property Rights
- Noolaham Foundation utmost priority to resolve any complaints & issues related to property rights.

- Noolaham Foundation shall develop criteria for access policy so that authors and publishers will not be demotivated.

## **Policy Implementation**

### **1. Intellectual Property of Noolaham Foundation**

All Intellectual Property Created by the Foundation should be distributed as free content (copyleft) or open content. Thus the publications should be released under either

- [Attribution-NoDerivs 3.0 Unported \(CC BY-ND 3.0\)](#) (for corporate publications such as the Annual Report) or
- [Attribution-ShareAlike 3.0 Unported \(CC BY-SA 3.0\)](#) (for all other publications)
- All information content created by the Foundation is licensed under the [Creative Commons Attribution-Share Alike 3.0](#) meaning that all content for which the Foundation owns the copyright may be freely used, freely edited, freely copied and freely redistributed subject to the restrictions of that license.

### **2. Intellectual Properties of third party**

- Permission / consents should be obtained for any items before it is archived and given access to the end user.
- Noolaham Foundation gives access based on Access Criteria.

## **Access Criteria of Noolaham Foundation**

Open access to some of the electronic resources available through the Noolaham Foundation Digital library is limited for the following reasons.

1. To ensure that the intellectual property rights and publication rights of the concerned parties are not violated.
2. To ensure that the potential publishers and authors are not demotivated because of the open access policy.

## **Basic Criteria**

The selected books or documents should be written by a person or persons from Tamil speaking communities or should be about Tamil Speaking communities.

## **Online access to Tamil Books and Documents**

Tamil Books published after 31<sup>st</sup> of Dec 2000, should not be given access online without written permission from the right holders. Tamil Books published within three years, should not be given access online, even though permission is granted by the right holder unless the right holder requests immediate online access.

## **Online Access to Document in English**

It includes books, publications and research papers and should be authored by those belonging

to the Sri Lanka Tamil speaking community. Access can be given only after obtaining written permission from right holders.

#### **Online access to Magazines and Journals in Tamil**

Open access shall be given after obtaining permission from the publishers of the contemporary magazines/ journals. Maximum effort should be taken to obtain permission before giving open access to non-contemporary magazines or magazines gone out of publication.

#### **Online Access to Newspapers in Tamil**

Permission should be obtained before giving online access to contemporary newspapers. Maximum effort should be taken to obtain permission before giving open access to non-contemporary newspapers gone out of publication.

#### **Online access to Other Publications and Documents in Tamil**

Maximum effort should be made to obtain the permission from the right holders before giving online access.

### **Digitization Selection Policy**

Print resources identified and obtained via the Collections Development process and Projects are prioritized for digitization and digital preservation based on the following criteria. It is the responsibility of the Program Manager to identify the resources for digitization. The Program Manager must take input from the Collections Development process mentor/co-mentor and project coordinators.

- Rare materials, specifically palm-leaf manuscripts, historic inscriptions, rare artifacts without copyright issues.
- Books in the public domain.
- Books with permission or with high likelihood of obtaining permission.
- Resources from Special Collections, including archival records.
- Magazines and Journals
- Newspapers with permission or with very high likelihood of obtaining permission.
- Archival Records
- Other Publications

Note that the resources that need to be returned are prioritized than those in the Noolaham Foundation office. However, the office collections should not be sitting for an unreasonable amount of time (i.e more than one year), as that can violate this criteria.

### **Pdf/Digital Equivalent of Print Publications**

Digitization is a resource intensive undertaking. Thus, where there is a pdf/digital equivalent of print publications, the pdf/digital versions are preserved instead of digitizing it again. Thus, resources with pdf/digital equivalents should not be sent for digitization.

Exceptions can be made for few rare material where there is a significant difference between print and pdf/digital equivalent resources, or the pdf quality is very poor.

It is noted that print and digital versions are not always equal.

## Digital Processing Selection Policy

Multimedia resources such as images, video and audio identified and obtained via the Collections Development process and Projects are prioritized for digitization and digital preservation based on the following criteria. It is the responsibility of the Program Manager to identify the resources for digital processing. The Program Manager must take input from the Collections Development process mentor/co-mentor and project coordinators.

- Multimedia Resources from Special Collections
- Oral Histories
- Documentary Recordings (video and/or audio)
- Images
- Event Recordings

## Physical Collections Policy

Noolaham Foundation mandate is digital first. Noolaham Foundation does not provide any physical access.

## Digital Discovery Services

The Digital Library, Archive and Information Services sector works closely with the Technology Infrastructure and Development sector to design, and implement discovery platforms. The goal is to support a robust system that makes it easier for users to find, search, browse, and use the resources.

## Reference, Research and Knowledge Mobilization Services

Enabling the widest possible use of the resources Noolaham Foundation stewards is at the heart of its mission. Thus, Noolaham Foundation is building and expanding its Reference, Research and Knowledge Mobilization Services.

Reference services is personal assistance provided to all users to locate information within Noolaham Foundation scope. It is provided virtually.

Research support links university students and scholars to resources and experts and provides training on online research skills. Further, we can assist with developing and stewarding scholar's research data.



## Chapter 6 - Digital Processing and Preservation

Digital Processing and Preservation sector is responsible for digitization, digital conversion, digital processing and long term digital preservation. This sector works closely with the Technology Infrastructure and Development sector to build and maintain the advanced technical infrastructure needed to support its functions. The following processes come under this sector:

Process 27 : Multimedia Documentation

Process 24 : Digital Preservation

Process 29 : Research (Archive / Library)

Multimedia Documentation is a cross cutting process with the Program & Projects sector, and Research (Archive / Library) is a cross cutting process with Digital Library & Archive & Information Services.

### Digital Preservation Workflow

[ஆவணமாக்கலை ஆவணமாக்கல்](#) and [Information Services Guide](#) describe the overall activities involved in the digital preservation workflow. This sector is specifically responsible for the following activities:

- Unbinding/rebinding
- Scanning
- Quality assurance
- Bagit creation
- Taking backups and depositing it with respective custodians
- Active preservation
  - Verifying checksums, ability to open files

### Digitization Standards

- [Text and Image Digitization Standards](#)
- [Audio Video Digitization Standard](#)

### Digitization Method Selection Policy

#### **Don't Digitize Resources with Digital Equivalents**

As noted in the digitization selection policy, don't digitize materials that have pdf/digital equivalents.

#### **Manual Scanning**

Manual scanning shall be used for works that need to be returned to the source contributor.

### Sheet-feed scanning

For copies provided to Noolaham that need not be returned, sheet-feed scanning is the preferred method to digitize the material. The only exceptions are rare works such as single known copies, which are not held anywhere else.

### Camera-scanning

Camera scanning shall be used for over-sized material.

## Digital Preservation Standard

Noolaham Foundation has adopted the [NDSA Levels of Digital Preservation](#) recommendations as its digital preservation standard. The standards address practices across the following major areas: 1. Storage and Geographic Location, 2. File Fixity and Data Integrity, 3. Information Security, 4. Metadata, and 5. File Formats.

### Storage and Geographic Location

1. **NDSA Recommendation:** Three complete copies of data are kept in separate geographic locations with different disaster threats.  
**NF Implementation:** Data is stored in three continents.

### File Fixity and Data Integrity

1. **NDSA Recommendation:** File fixity be checked on ingest if provided, or created on ingest if not provided.  
**NF Implementation:** Noolaham Foundations creates checksum manifest when creating the Archival Information Packages (AIP).
2. **NDSA Recommendation:** Use write-blockers when working with original media  
**NF Implementation:** We only work with copy of the original files
3. **NDSA Recommendation:** Virus-check high risk content & virus check all content  
**NF Implementation:** not an active use case
4. **NDSA Recommendation:** Check fixity of content at fixed intervals & detect corrupt data. Check fixity of all content in response to specific events or activities.  
**NF Implementation:** Not yet implemented.
5. **NDSA Recommendation:** Maintain logs of fixity information & Supply audit on demand.  
**NF Implementation:** not an active use case
6. **NDSA Recommendation:** Ensure no one person has write access to all copies  
**NF Implementation:** Once the copies are transferred to respective custodians, no one person has access to them.

## Information Security

1. **NDSA Recommendation:** Identify who has read, write, move and delete authorization to individual files & restrict who has those authorizations to individual files  
**NF Implementation:** Yet to be implemented.
2. **NDSA Recommendation:** Maintain logs of who performed what actions on files, including deletions and preservation actions & perform audit of logs  
**NF Implementation:** not an active use case

## Metadata

1. **NDSA Recommendation:** Inventory of content and its storage location.  
**NF Implementation:** Yet to be implemented.
2. **NDSA Recommendation:** Ensure backup and non-collocation of inventory.  
**NF Implementation:** Currently being implemented.
3. **NDSA Recommendation:** Store administrative metadata and log events  
**NF Implementation:** Partially implemented. We currently maintain basic administrative metadata.
4. **NDSA Recommendation:** Store standard technical, preservation, and descriptive metadata.  
**NF Implementation:** Currently being implemented.

## File Formats

1. **NDSA Recommendation:** When you can give input into the creation of digital files encourage use of a limited set of known open formats and codecs Inventory of file formats in use.  
**NF Implementation:** NF has a strict set of file formats it supports.
2. **NDSA Recommendation:** Monitor file format obsolescence issues & perform format migrations.  
**NF Implementation:** We audit file formats to ensure their continuous operation.

## Multimedia Processing Workflow

Multimedia collections are developed primarily through documentation projects, as well as through content donations. They are selected for processing based on Digital Processing Selection Policy. The multimedia processing is an evolving area, and the following describes the steps at the high level.

- Copy the original files needed for processing.
- Edit audio/video!
- Create an Archival Information Package with the final version of that work.

- Create access copies.
- Backup the AIPs.
- Discard the original files.

## **Data Backup Policy**

Noolaham Foundation strives to both digitally preserve and provide access to a wide range of digitized material. The systems, used for storage purposes, should demonstrate reliability.

### **Objective of the Policy**

Objective of the Data Backup policy is to ensure reliability and sustainability of the service rendered by Noolaham Foundation.

### **Commitment**

Noolaham Foundation ensure that a rigorous systems and procedures are in place for backup and restoration in the event of human errors, disasters and technological advance

### **Policy Implementation**

1. Currently, two backups are being taken:
  - a. Continent 2
  - b. Continent 7
2. By 2021, a complete backup should be sent to Continent 4.
3. By 2022, complete backups should be sent to the Continent 3a and Continent 3b.
4. Checksums are generated and monitored for at least one of these backups.
5. Applications are backed up periodically as per an established schedule.

## **Chapter 7 - Technology Infrastructure and Development**

Organization, resources and technology form the three legged stool upon which Noolaham Foundation stands. Technology is an integral component of all of Noolaham Foundation activities. Technology Infrastructure and Development sector is responsible for developing, deploying and maintaining a range of technologies including scanning technologies, digital preservation infrastructure, digital library/archive software, and collaboration tools. The following processes come under this sector:

Process 15 : Tech Infrastructure Management

Process 16 : Technology Services & Software Development

Process 17 : Technology Research Lab (NF Lab)

## Technology Roadmap

[Noolaham Foundation's Technology Roadmap](#) was developed in 2014. It will act as the guideline for current and future activities by the Technology Infrastructure and Development Sector.

## Applications & Automation Scripts

- Noolaham Digital Library (mediawiki) - [noolaham.org](http://noolaham.org)
- Aavanaham Multimedia Archive (islandora) - [aavanaham.org](http://aavanaham.org)
- ePallikoodam (moodle) - [epallikoodam.org](http://epallikoodam.org)
- NF Website (drupal)
- NF Blog (wordpress)
- NF Wiki (mediawiki)
- NF Metadata Application (custom php/javascript application)

In addition to the above, various scripts used for digital library and digital preservation have been developed and maintained.

## Applications and Systems Backup & Restore Procedure

[NF's Applications and Systems Backup & Restore SOP](#)

## Software Development Procedure

Noolaham Foundation undertakes focused software development projects such as enhancing Digital Library platform or automating specific aspects of the operations. Technical projects have additional requirements such as the development of Software Requirements Specifications. For further details see [here](#).

## Noolaham Foundation Lab

Noolaham Foundation Lab is intended to be a space to explore and report on new areas and emerging technologies. The primary outcomes of the Labs are prototypes and tutorials. Further info can be found here: <https://github.com/noolahamfoundation/noolaham-labs>

## Chapter 7 - Finance, Human Resources and Administration

Finance, Human Resources and Administration Sector supports key operational functions of the organization. The Finance and Administrative Manager is responsible for this sector and reports to the Chief Operating Officer. The following processes come under this sector:

Process 10 : Human Resources

Process 12 : Donor Engagement and Recognition

Process 14 : Finance & Accounts

## Finance Manual

[Noolaham Foundation Finance Manual](#) specifies the accounting and administrative rules and regulations that need to be followed to ensure financial transparency and accountability. Please consult the manual for details.

## Human Resources

### Human Resources Manual

[Noolaham Foundation Human Resources Manual](#)

### Human Resources Sub-Committee

Human Resources Sub-Committee (HR Sub-Committee) is a Governance Board sub-committee that looks into Human Resources related issues in detail and brings back policy change amendments and information back to the Governance Board.

#### **Goals**

The HR Sub-Committee's primary responsibility is developing and ensuring the implementation of the Noolaham Foundation Human Resources Manual.

HR Sub-Committee together or its members listen to staff concerns/complaints directly, without the presence of Senior Management team members on a monthly basis and as required. HR Sub-Committee shall ensure that the remedial actions are taken according to the HR Manual. The concerns are reported back to the Governance Board via the HR Sub-Committee monthly report.

HR Sub-Committee provides the hiring panel (panel members need not be sub-committee members) and participates in the interview process of all Management, Sector Lead, and Consultant/project staff hires.

The HR Sub-Committee undertakes the Performance Evaluation of Chief Operating Officer as specified in the HR Manual and reports back to the Governance Board.

#### **Membership**

HR Sub-Committee shall consist of the following members:

- Human Resources Process mentor from the Governance Board
- Chief Operating Officer (ex-officio member)
- Finance and Administration Manager (if needed)
- Active volunteer 1
- Active volunteer 2 - Digital Processing and Preservation sector

#### **Meetings and Reporting**

The HR Sub-Committee together or its members hold listening meetings with staff without Management staff monthly.

The HR Sub-Committee meets monthly on the first Saturday of each month.

The HR Sub-Committee monthly report is prepared and submitted by the Chief Operating Officer.

### **Communications**

NF : Process 10 : Human Resources email thread. Slack channel.

## **Administration**

Finance and Administrator is responsible for providing overall operational and administrative support to the Chief Operating Officer, Management team, staff and volunteers. Administrative tasks include:

- Maintaining staff attendance and vacation tracking sheets.
- Purchasing
- Logistics (i.e coordinating travel, food, accommodations)
- Maintaining inventories of equipment, consumables etc.
- Screening telephone calls and receiving office visitors.
- Maintaining documentation, including hard copies of contracts.
- Maintaining Noolaham Foundation calendar.
- Maintaining Incident Reports.

## **Chapter 9 - Advocacy, Communications & Public Relations**

Noolaham Foundations Advocacy, Communications & Public Relations Sector is a cross-cutting sector that impacts many concerns including reporting and accountability, resource mobilization, contributor recognition, branding and reputation and advancing the cause of libraries/archives/museums. This sector is responsible for the following processes:

Process 13 : Communications, Public Relation & Community Outreach

Process 32 : Publications (Books / Journal / Magazines / Booklets)

### **Communications Manual**

[Communications Manual](#) describes the official channels, authorized personnel, target audience, workflow and related concerns related to external organizational communications.

### **Communications Strategic Plan**

[Communication and Public Relations Strategic Plan 2020](#) describes the marketing goals, specific strategies and activities related to communications.

## Appendix

- [Gender Equality](#)
- [Work Place Policy in HIV/AIDS](#)