



Human Resources Management Policies & Procedures Manual

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Disclaimer

The Human Resources Policies and Procedures Manual provides general guidance on the principles that employees of the Nile Basin Discourse must follow, but no guideline can anticipate all situations. Staff should also be guided by basic honesty and good judgment, and be sensitive to others' perceptions and interpretations.

Applicable laws have been taken into consideration while compiling information contained in this manual. If there is any inconsistency between the HR manual and the laws of the member states, the HR laws of the member states will prevail.

Staff members are charged with the responsibility of understanding the relevant regulations, recognizing potential dangers and knowing when to seek guidance as appropriate.

Consult your supervisor for clarification of any information contained in this manual.

You are expected to promptly disclose to NBD management anything that may violate policies and procedures contained in this manual.

This manual is available for inspection prior to signing a contract of employment and may be amended from time to time at the sole discretion of the NBD upon giving you written notice of any such changes.

ACRONYMS

EM	Regional Manager
F&A	Finance and Administration
FAO	Finance and Administration Officer
HoD	Head of Department
NBD	Nile Basin Discourse

1. INTRODUCTION

The Nile Basin Discourse (NBD) is a civil society network that was established through a consultative process that started in 2000 and was officially launched in December 2003. The NBD was established primarily to strengthen the voice of civil society in development projects and programmes of the Nile Basin Initiative (NBI) and to ensure that NBI responded to the development needs of local communities by establishing benefit-sharing processes that will contribute significantly to more equitable and sustainable outcomes for poor people in the basin.

Subsequently the NBD has established an unrivalled capacity to influence the policy agenda within the basin and the NBI through constructive dialogue and cooperation with the NBI and Nile Basin government officials responsible for NBI investment projects. As a Civil society engagement platform with the NBI, it provides a non-governmental pillar for sustained wider Nile Basin cooperation between state and society.¹

The Nile Basin Discourse (NBD) is a network of civil society organizations from the 11 countries of the Nile Basin -- Burundi, DRC, Egypt, Eritrea, Ethiopia, Kenya, South Sudan, Sudan, Rwanda, Tanzania and Uganda. This network seeks to achieve positive influence over the development of projects and programmes under the Nile Basin Initiative (NBI) and other Nile-related programmes.

Working at the level of civil society engagement, the NBD seeks to maximize the social, economic and environmental benefits available to poor people within Nile countries and to ensure that there is a more equitable distribution of these benefits across the Nile basin as a whole. NBD engages civil society from the ten countries. Each of these countries has National Discourse Forum desks, with a national coordinator and fall under the umbrella of the NBD.

1.1 Vision Statement

“A Nile Basin which is secure, where resources are equitably and sustainably developed and managed, benefiting all its inhabitants”.

¹ (see www.nilebasindiscourse.org for further information)

1.2 Mission Statement

Our Mission is

“To ensure that a fully-informed and basin-wide civil society develops and plays a key role in achieving the vision through proactive and critical influencing of projects, programs and policies of the Nile Basin Initiative and other development processes”.

1.3 Core Values

- ❖ **Ethics:** NBD is a network of independent and diverse organizations. It is the diversity of experience and perspective that represents the strengths of the network, which is built on the democratic principles of equality, transparency and accountability.
- ❖ **Inclusiveness:** NBD full members are committed to a regional network of collaborative initiatives to generate synergetic development and mutual learning. In so doing, NBD member organizations seek to influence formulation of public policies favourable to advancement of human rights, peaceful co-existence, poverty eradication and the coordination of efforts among development communities serving the Nile Basin.
- ❖ **Social justice and equality:** NBD works to promote sustainable development that entails empowering disadvantaged segments of society to gain increased access to resources through policies that grant equal opportunity and fairness to all.
- ❖ **Mutual respect and accommodation:** By its nature, the Nile Basin includes a diversity of views, values and cultures demanding mutual understanding, tolerance and conflict mitigation. To this end, the NBD aims to optimize common interests to exploit advantages of unity with diversity.

1.4 Goals and Strategies

The NBD has been mandated with the following responsibilities in the region;

- i. Enable Civil Society Organizations (CSOs) to play positive roles for sustainable development through influencing the development of Nile Basin resources and attendant benefits
- ii. Ensure cooperation amongst stakeholders while developing partnerships and creating greater understanding within the Nile Basin region
- iii. Provide leadership for CSOs' involvement in socio-economic activities through dialogue on sustainable development
- iv. Foster cooperation among CSOs to promote awareness and common interests of people within the Nile Basin region
- v. Institutionalize the framework for dialogue and engaging NBI in planning and implementation of projects and programs within the Nile Basin.
- vi. Act as a Watchdog of development processes & agenda in the Basin, through monitoring of existing agreements and monitoring of impacts of dev processes & projects.

- vii. Enhance local action in the NBI projects by supporting and coordinating community dialogues on the BNBI processes.
- viii. Capacity building and providing indigenous advice on the education curriculum.
- ix. Facilitate knowledge management & generation among CSOs on the Nile through networking, sharing ideas, experiences and knowledge, avoiding duplication, promoting adoption of best practices, and disseminating lessons learnt, newsletters and publications.
- x. Convene multi stakeholder dialogue at local and regional level to facilitate awareness raising on benefits and problems in basin, and improve communication between all stakeholders involved,
- xi. Create partnerships with governments, stakeholders and implementers for joint action on review work with members to implement activities,
- xii. Promote the protection of the Nile and communities to save bio diversity and sustain the Nile through development and implementation of community based conservation plans, bringing benefits to communities and improve livelihoods

2. ETHICS & STANDARDS

2.1 Place of work

Your place of work will be as stated in your offer letter or service agreement. However, on occasions the NBD may require you to visit or work in any of the regional forum stations. The NBD reserves the right from time to time to require employees to work in a different location. If a permanent transfer is required, you may be offered relocation terms.

Certain jobs, such that of Programme Officers, involve mobility and job holders are required to work in different areas by nature of the job.

2.2 Code of Conduct

NBD's code of conduct provides employees with guidance in maintaining the ethical and cultural standards that help protect and enhance its reputation. The code applies to every NBD employee.

2.3 Political, Community activities and contributions

The NBD is not active in politics. This does not mean that NBD employees do not participate on an individual basis. On the contrary, the NBD encourages employees and managers practice their responsibility as private citizens.

2.4 Conflict of Interest

The NBD conflict of interest policy is direct - do not compete with it, and never let your representation of the NBD be influenced, or appear to be influenced, by personal, family or ethnic interests.

Examples of potential conflict situations include:

- I. Having a financial interest in any business transaction with NBD
- II. Owning or having a significant financial interest in, or other relationship with an NBD supplier or service provider, and
- III. Accepting gifts, entertainment or other benefit of more than USD 20 from an NBD supplier or service provider.

Anyone likely to be faced with a conflict of interest situation must disclose it to management and remove themselves from negotiations or deliberations involving the conflict. You may, however, state your position and answer questions when your knowledge may be of assistance to NBD.

2.5 Disclosure

Every employee shall disclose promptly to his/her immediate supervisor any personal situation or transaction which is or may be in conflict with the intent or spirit of this code. The supervisor shall determine what action should be taken and recommend that action in writing for approval by the Regional Manager.

2.6 Gifts to staff from third parties

Accepting gifts or favours from a client, potential client, supplier or potential supplier of goods or services to the NBD or any associated NBD is not permitted unless what is given is of nominal value, or if refusal to accept would be considered discourteous or harmful to the NBD or such group. "Nominal" in this context means less than USD 20. Where the value of the gift, favour or benefit exceeds USD 20, this must be declared by the staff to the respective supervisor.

NBD employees may accept and keep items in the category of advertising items or for promotional purposes with wide distribution. For example: calendars, block notes, stationery etc.

2.7 Probation Period

The first 60 days of employment are an introductory Period for both the employee, and NBD. Either party may terminate employment during this period by giving one weeks notice or compensation in lieu of notice.

This time period allows the candidates to determine if they have made the right career decision and for NBD to determine whether the employees initial work performance meets our needs. The supervisor will monitor work performance, attitude and attendance during this time, and be available to answer any questions or concerns about the new job.

Management may extend the probation period for up to a further 1 month where performance evaluation in the first two months is not adequate. Thereafter, the organization may terminate the contract if performance is unsatisfactory. The evaluations during this should be documented, discussed with the employee and placed on their file.

2.8 Contractual Arrangements

Prospective employees must submit all of the following documents to the Finance and Administration Department prior to issue of an employment contract. Original documents must be presented for verification. These will be copied and returned immediately:

- Birth certificate or an official copy;
- A copy of the identity card, or passport;
- 2 passport photos;
- Copies of academic qualifications;
- Personal Identification Number (PIN for tax purposes)
- Copy of Social Security card
- References, if appropriate, and required by the NBD

Falsification of an application form or accompanying document, or failure to provide full and accurate information as requested by the Finance and Administration Department during the application process shall be grounds for termination of the employment contract without notice.

2.9 Employee file

An individual personnel file will be maintained for each employee. The file shall contain

- the employee's employment application,
- appointment letter/ copy of employment agreement,
- At least 2 reference checks,
- emergency information,
- next of kin particulars,
- disciplinary memorandums,
- performance appraisals,
- benefits data and
- any other appropriate employment-related documents.

It is the employee's responsibility to notify the Finance and Administration Department of any changes in name, address, telephone number, marital status, number of dependents, beneficiaries or person to notify in case of an accident.

Misrepresentation of any fact which you have provided information for on your application, in your personnel file, or any other document is sufficient reason for disciplinary action including termination. Staff may review their personnel records during working hours on request, in presence of the Administrator.

2.10 Induction Programme

All new employees will follow an induction training programme. The programme provides employees with necessary information, lets them know what is expected from them and helps them learn about NBD and makes them feel welcomed. Usually the induction programme is divided into three parts: the first is related to Finance and Administration matters and is usually dealt with on the first day. The second part, which is conducted by the supervisor, continues the programme by explaining the exact nature of the job and familiarising the employee with his/her workplace. The third part, which gives an overall introduction to NBD, its organisation and stakeholders normally takes place during the first two months.

2.11 Personal details

Any change to your personal details during your employment should be notified to the Finance and Administration Department.

Personal data on employees is held by NBD in computerized and manual form and will be made available for inspection by employees. Personal information is always treated as confidential.

2.12 Dress Code

Appropriate office attire is required. Stakeholders and Suppliers visit our office and we wish to put forth an image that will make us all proud to be NBD employees. Be guided by common sense and good taste.

Formal Meetings - All staff attending formal meetings must dress formally for such meetings regardless of the Day.

Official duties outside regular work station - While on official duty outside regular station one will be expected to dress the way the host/customer/client would expect them to.

2.13 Behavior & work performance

The official language within NBD is English. French and Arabic are also used. Employees are required to make all efforts to maintain a friendly and co-operative attitude to one another and to refrain from any conduct likely to annoy or provoke one another. Accordingly the following is prohibited:

- Swearing or use of lewd or foul language;
- Language or behaviour prejudicial to any segment of the population at large, in particular any segment identified by sex, race, religion, nationality, colour, tribe, habits, disability or political creed;
- Striking another employee, with or without an object, or causing or allowing an object to strike an employee;
- Interfering in any way with any belongings or clothing of any employee or with any NBD property entrusted to him

While on NBD premises employees are required to behave generally in an orderly and co-operative manner. At the work place, each employee is required to work diligently. The following in particular are forbidden;

- Sleeping;
- Any criminal activity;
- Any behaviour likely to outrage normal standards of morality and decency;
- Carrying of guns, knives and such offensive weapons on NBD premises or on NBD business;
- Carrying or being under the influence of drugs or alcohol whilst on NBD premises or on NBD business.

Employees with any complaints against another employee, or who for any reason do not wish to work with another employee, may make representations to their supervisor or the Finance & Administration Officer, which shall be treated in confidence.

3. PAY, BENEFITS & WORK REGULATIONS

NBD employees are entitled to a wide range of benefits. Some of these such as Social Security and Insurance covers are prescribed by law.

NBD reserves the right to add, amend, modify or terminate any employee benefit plans or programs.

3.1 Payment of Salaries

Salaries are paid monthly in arrears and are inclusive of the allowances as applicable by law. The starting salary will be stated in the Contract. Staff will receive an itemised statement each month showing how the salary has been calculated. Salaries are paid by cheque or credit transfer direct into individual bank accounts. You should inform NBD of the name, account number and address of your bank and any other subsequent alteration of such details.

Employees will be paid not later than the 25th of every month.

Statutory deductions will be made in accordance with prevailing statute and amount recovered remitted directly to respective government departments/authorities.

In addition, NBD allows voluntary deductions on request of staff. These include but not limited to advances, loans and co-operative payments.

3.2 Pay Reviews

Pay reviews are conducted after each year for each employee and salary increases are based on those reviews, as well as availability of funds. A review may also be undertaken when a staff's responsibility changes significantly.

An employee receiving a performance appraisal will not necessarily receive a salary increase.

3.3 Working hours & Attendance

The NBD expects the employees to be at work regularly and on time. The standard hours of work are **37.5 hours / week**, from 08:30am to 5:00pm, Mondays to Fridays, with one hours' meal break each day. These hours may be varied from time to time to meet the needs of individual departments.

The NBD reserves the right to require any employee to work different or additional hours of work if business requirements make this necessary.

Every employee is expected to attend work regularly and report to work on time.

If you are unable to report to work on time for any reason, telephone your supervisor as far in advance as possible.

Unsatisfactory attendance, including reporting late or leaving early, may be cause for disciplinary action, up to and including termination.

3.4 Life Insurance

Employees will receive documents under a separate cover that explain the life insurance program that NBD provides. This coverage becomes effective on immediate appointment as a staff and is fully financed by NBD.

If a covered employee dies, the insured amount will be paid to his or her named beneficiary. Each staff member is responsible for naming their beneficiaries and may change that selection by submitting a written request to the Administrator.

3.5 Personal Accident Insurance Cover

NBD provides personal accident insurance cover to compensate for any injury or loss while in employment. This is a 24 hour cover. If you are injured as a result of an accident immediately seek medical attention.

You must also report the details to your supervisor immediately. And you must complete a report for every injury, no matter how small, to keep the coverage in force and to get any benefits or other compensation to which you may be entitled.

3.6 Medical Cover

NBD offers and bears the cost of this plan for the employee. Refer to the printed information from the Health service provider for details of eligibility and coverage or contact the Administrator.

3.7 Gratuity

NBD provides a gratuity at 10% for employees who have completed the mandatory probation period and qualify to participate.

3.8 Staff identification

All employees are given identification cards when they join the organisation. Business cards will be printed for appropriate staff. If you leave NBD, you must surrender your ID to the Administrator.

3.9 Refreshments and snacks

The NBD provides free hot drinks to its employees. Employees may have their snacks in their offices, unless they are inconveniencing colleagues or visitors.

3.10 Business Travel entitlements

The purpose of the travel Policy is to ensure that:

- Travel is adequately planned
- Costs relate to official business and approved rates are applied
- Travel is properly authorised in advance
- Advance is properly and completely accounted for
- Travel outcome beneficial to NBD.

Employees will be reimbursed for all reasonable and necessary expenses they incur while traveling on NBD business. As you apply the travel policy, use your discretion, but try to keep costs low.

Travel rates will be advised by management from time to time. For flights, NBD will pay for an economy class fare.

When it's necessary to travel for NBD business, complete the travel requisition form. On approval the requisite travel will be facilitated as per NBD's travel policy.

You must record all travel and business activities on the Imprest Accounting Form. This must be accompanied by a trip report and submitted to your immediate supervisor for approval.

Accounting for imprest related to traveling must be submitted no later than one week after the last day of travel.

Reimbursement for Parking, Taxis and Use of Personal Vehicles

NBD will reimburse employees for parking charges and taxi fare spent while on official business.

Use of personal vehicles for official business, which excludes traveling to and from the office, shall be reimbursed based on distance covered at Automobile Association (AA) rates or equivalent.

Expenses incurred during business travel may be reimbursed in certain circumstances. Full details of business travel entitlement are available from the Finance office.

3.11 Information Systems

The NBD Information Systems which include computer systems, telephones, faxes, Internet and email are provided to staff for business use only. Non-compliance of the policies stipulating the proper usage of these facilities constitutes gross misconduct. Excessive usage of email and Internet services for personal purposes, as well as making private calls or sending private faxes are discouraged.

3.12 Safety at Work

Employees are expected to exercise reasonable care and attention and to avoid taking any undue risk which might lead to an accident or injury to yourself or others. Employees found to have recklessly or intentionally endangered themselves or others may be subject to the NBD disciplinary procedure.

It is important that employees to seek advice whenever they are uncertain about their own safety or their health and safety responsibilities.

You should report to your supervisor any hazard, accident or dangerous occurrence which has caused or might cause injury or damage and to co-operate with any accident or dangerous occurrence investigation. When visiting unfamiliar work areas, you should seek advice from management and supervisory staff.

It is NBD's policy to provide and maintain a working environment that is safe and without risk to health.

The NBD will provide all employees with information, instructions and training relating to the safety at work. Appropriate safety training and devices will be provided whenever necessary.

All employees should use correct tools and equipment appropriate to the job and ensure that they are kept in good condition.

3.13 Fire instructions

The NBD has emergency procedures to be followed in the event of a fire. You must ensure that you are fully aware of the appropriate procedures, by referring to local evacuation notices. This applies not only to the location you work in but also any you may visit.

If you discover a fire:

- Sound the fire alarm immediately;
- Ensure that all windows and doors are closed but not locked;
- Walk quickly to the assembly point indicated on the notices. Do not run;
- Do not take any personal risk or do anything that will endanger others;
- Do not leave the assembly areas until you are instructed to do so;
- Do not use elevators

3.14 Accident at workplace

It is an NBD requirement that any accidents resulting in personal injury are recorded in an accident book. You should therefore contact the Finance and Accounting Officer or the Administrator in the event that any personal injury occurs.

3.15 First Aid

You should ensure that you know the location of NBD First Aid equipment, or know how to contact the Emergency services.

LEAVE ENTITLEMENT

3.16 Annual Leave

You are entitled to full pay for statutory and public holidays as listed below. Annual leave dates must be approved by your supervisor who is responsible for ensuring the continuity of work in the department. You should seek written approval one month before any proposed holiday of one week or more; and two weeks before any proposed holiday of less than one week. It may be necessary in certain departments to restrict holidays at particular times and the NBD reserves the right to alter individual holiday dates if necessary.

- Annual leave of **24 working days** per calendar year (1st Jan to 31st Dec) will be granted to each employee irrespective of levels.
- No annual leave is granted to employees during the first 3 months of their employment. After 3 months, all employees are entitled to 1.75 days as annual leave for each month worked.
- Employees who do not take their entire leave entitlement by the end of the leave year may not carry forward more than 10 days without prior approval.
- If an employee finishes his/her annual leave and then resigns, the financial equivalent of 2 working days for each month remaining in the same year will be deducted from the end of service entitlement.
- Employees who leave the NBD without taking their full annual leave, are entitled to pay in lieu of holidays calculated on the basis of 1.75 days for every completed month of service in the working year.
- Annual Leave Allowance: Equivalent to one month's salary per annum. Payable within one calendar year.

3.17 Sick leave

Employees absent due to illness must obtain a medical certificate from an approved Medical Doctor for the duration of their absence.

All absence due to sickness must be reported to your supervisor as soon as possible and at least during the first two days of absence. Supporting medical documentation initiated by an approved Medical Doctor must be attached to the absence form and sent to Finance and Administration Officer. Sick leave, which is not approved, will be either deducted from annual leave or salary. Sick leave of 20 Days per year will be granted. Absence exceeding two days will need to be supported with a medical certificate. Uncertified sick leave in excess of two days shall be deducted from annual leave entitlement. The NBD Sick Leave Year runs from 1st January to 31st December.

3.18 Sickness pay

Once you have completed three months' service with the organization, you are entitled to NBD Sick Pay of up to 4 weeks in a calendar year. If you are on sick leave over the year end, you will continue to receive sick pay up to the maximum amount allowed for the previous year. To qualify for sick pay in the next year's entitlement, you must have resumed work for at least 1 week prior to any subsequent sick leave.

3.19 Public Holidays

The employee is entitled to have fully paid days off on the following public holidays and other gazetted public holidays as per laws in the country of work station.

- New Year - 1st January
- Good Friday - variable
- Easter Monday - variable
- Labour Day - 1st May
- Idd-ul-Fitr - Variable
- Christmas Day - 25th December
- Boxing Day - 26th December

3.20 Maternity/ Paternity Leave

All female staff members are entitled to 3 calendar Months maternity leave with full pay at the time of giving birth without forfeiting their annual leave. Additionally a further 15 days may be granted at the sole discretion of the NBD as unpaid maternity leave. This includes weekends and public holidays. Employees on maternity leave will suffer no loss of privilege as a result of this time off.

Male employees are entitled to 5 working days of paternity leave each year.

3.21 Special/Compassionate leave

This is taken when situation arises and may not be carried forward. The applicable days are as follows:

- Marriage leave- 5 days,
- Adoption of a child under 7 yrs- 3days
- Compassionate leave- Death of spouse, own child, or sibling- 5days
- Transfer of residence within country -2 days
- International Transfer of residence - 5 days.

3.22 Unpaid Leave:

The Regional Manager, in consultation with the Board, may grant leave contingent upon exigencies of the service and requirements of staff member's post. This has to be for activities related to personal or professional growth. This may not exceed 1 month.

3.23 Compensatory time off

Where on weekends and public holidays work is unavoidable, a staff member with prior approval of supervisor is entitled to an equivalent time off during the following two weeks as compensation.

NOTE: All absence from duty must be explained to the satisfaction of the supervisor or deducted from leave entitlement.

4. Staff Recruitment & Selection Procedures

4.1 Purpose

To ensure that to NBD recruits and selects the best qualified candidates to support its vision and mission.

NBD is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient and effective and promotes professionalism and equality of opportunity. The recruitment policy is designed to provide a flexible framework which promotes good human resource practices, adopts a proactive approach to equality and diversity issues and supports the Organisation's mandate.

4.2 Policy

NBD's policy is to recruit, select and appoint the best people available for positions.

NBD provides equal opportunity in all of employment practices to all qualified employees and applicants without regard to race, color, religion, gender, national origin, age, disability, marital status, or any other category protected applicable laws. This policy applies to all aspects of the employment relationship, including recruitment, hiring, compensation, promotion, transfer, disciplinary action and terminations.

Selection shall be on the basis of merit and the principles of equal opportunity will apply.

All information relating to recruitment, selection and appointment of employees shall remain confidential to those involved in the formal process.

All recruitment and selection documentation shall remain in the custody of the F&A Department.

4.3 Approval to recruit:

All staff recruitment shall be approved by the Board in keeping with the organizations needs and strategic plan.

4.4 Applicant Sources:

NBD shall fill its vacancies with the best available people both from within and outside the organization.

Sources shall include but not be limited to:-

- Internal transfers (lateral) and promotions
- External recruitment - Advertising, Head-hunters, Recruitment Agencies,
- Recruitment/ expert database
- Universities.

In the spirit of transparency and accountability, all vacant positions will be advertised widely. Staffs with required skills and attributes are encouraged to apply for the advertised vacancies.

To apply for an advertised position, an employee must:

- Have completed any mandatory probation period at a satisfactory performance level.
- Meet the minimum requirements for the position, and
- Not have received written correction counseling within the past 90 days;
- Inform their supervisor that they have applied for the job.

Length of service, although considered, shall not be the sole determining factor in selecting an internal candidate. Candidates will be judged on individual performance, conduct, experience, and potential

A committee will be appointed to oversee the recruitment process.

4.5 Recruitment and Selection panels

- All staff recruitment and selection shall be conducted by a Recruitment and Selection panel constituted by the Board.
- The selection panel for relatively junior positions shall comprise of a representative number management staff. The selection panel for senior positions shall be made up, in part, of members of the relevant Committee of the Board.
- Upon appointment, it is the responsibility of all selected panelists to declare any resulting conflict of interest.
- A selection panel will seek to be objective and maintain equity and confidentiality of the recruitment and selection process at all times.
- A panel member external to NBD with appropriate specialist knowledge relevant to the vacant position may be invited to participate on a NBD selection panel.
- A selection panel will decide upon the appropriate selection methods to be used. Selection methods must be relevant to the selection criteria and may also include presentations, work samples, and performance tests.

- As part of its preparation, the panel will clarify the meaning of the selection criteria contained within the position description to ensure a consistent understanding among all panel members.

4.6 Interviews

- Interviews must be structured to establish a candidate's merit against each of the essential and desirable selection criteria. Each candidate must be asked the same general question for each selection criteria to provide the same opportunity to respond.
- Interview panelists will be required to fill out and sign the official interview assessment form (score sheets) for the record.

4.7 Staffing Procedures

- The HOD of the department in question requests for staff in writing. The request is then forwarded to the F&A to check for budget availability to pay for the role and to the Regional Manager for review.
- The request must have a position description which will include information relating to the position, position type, funding source, pay and details about the vacancy or previous incumbent.
- Advertisement for positions shall be authorized by the Board and the Regional Manager shall cause the advertisement to appear in leading local dailies in NBD countries and to be posted on the NBD website.
- All applications responding to the posted advertisement are received by the Finance and Administration within the period stipulated in the advert.
- After the deadline for the advert, the Board Chair in consultation with Regional Manager appoints a Recruitment and Selection Panel who shall carry out the short listing and interviews.
- By the time the Recruitment and Selection panel is put in place, a long list of all applications received shall be prepared by Administrator and each application numbered accordingly.
- Finance and Administration Officer shall set a date for the initial short listing which must occur within 14 days after the applications close.
- All panel members are required to reach a documented consensus. A short listing report will be prepared as part of the documentation.
- Applicants not short listed shall be notified by Finance and Administration Officer within 3 days after the successful candidate has accepted the offer unless the selection panel requests otherwise. A 'non-short listed candidate regret letter' will be sent to each. A copy of the letter sent and list of applicants not short listed who have been communicated to shall be filed.
- Once the short listing is complete Finance and Administration Officer shall contact all short listed candidates using the quickest method possible and an interview schedule shall be developed by the Finance and Administration Officer.

- Before the date of the interview, Finance and Administration Officer shall prepare and circulate an objective Scoring Sheet and Interview questions to the members of the Recruitment and Selection Panel.
- Each candidate shall be allocated scores by each panelist based on the instructions on the scoring sheet. After which, all the scores shall be collected and tallied by the Finance and Administration Officer.
- On completion of the interviews and tallying of scores the selection panel will recommend the preferred candidate on the Interview Summary Report.
- On consideration, the Board through the Regional Manager shall make an offer of appointment to the preferred candidate.
- Once the vacancy has been filled, the Finance and Administration Officer will send written regret letters to all unsuccessful candidates.

4.8 Reference / Background checks

NBD conducts reference and background checks on all new employees. Employees who have falsified information on their employment applications will be disciplined, which could include termination. Applicants who have provided false information may be eliminated from further consideration for employment.

4.9 Employee Classification

NBD Employees will be engaged on **Fixed Term contracts** of not less than one year. Occasional temporary personnel may be hired but will not be eligible to benefits contained in this manual, local statutory provisions permitting.

5. Performance Management

5.1 Introduction

The purpose of a Performance management system is to organize, monitor, guide and evaluate individual employee's growth and development within the framework of the organization.

It is a system of holding employees accountable, using key indicators and measures to determine the extent to which each employee is performing. It serves as a basis for judging the contributions and weaknesses of each employee so that continuing efforts can be made to build a stronger and more effective organization.

The system is aimed at assisting staff to recognize their achievements and help them identify ways of maintaining high quality service and enhancing their professional skills and performance.

5.2 Policy

Performance Management will be monitored on a fiscal year basis through the use of the bi-annual and annual performance appraisal process.

5.3 Performance Management Calendar

It is the responsibility of Managers to manage the performance of their staff. The supervisors are expected to follow the performance management calendar in implementing the process. Finance and Administration Officer will provide guidance and advice to supervisors regarding the Performance Management Calendar.

- a) Each member of staff will be entitled to an annual performance appraisal. The appraisal is designed to serve as a constructive method of enhancing performance and to foster professional growth and job satisfaction.
- b) Each supervisor with his/her supervisee(s) will, at the commencement of the appraisal year, shall agree on the performance targets for the coming review period.
- c) If an employee starts working during the appraisal year, performance planning should be done at the conclusion of their probation period. The same applies for employees who are transferred, promoted or take up new positions.
- d) A performance review is an appraisal or assessment of how an individual has performed against set objectives, goals and behavior/skills.

The purpose of the appraisals and the evaluation are as follows:-

- a) To assess and evaluate employee performance and measure actual performance against the requirements of the job;
- b) To provide two-way discussion about job performance and understanding of job requirements;

- c) To create awareness of potential and to motivate the employee to improve performance;
- d) To establish goals, timetables and mechanisms for improvement and provide feedback on progress towards achievement of goals;
- e) To candidly discuss and fairly deal with marginal and unsatisfactory performance and to establish time frames for evaluation of performance to a satisfactory level and
- f) To reward good performance.

5.4 Procedure for Mid-Year Performance Appraisal

The mid-year review is a progress meeting which should provide an opportunity for supervisors and employees to discuss and update job targets set at the beginning of the year and focus on employee performance during the first six months of the financial year.

Review of the performance targets for the year set at the beginning of the year shall be the main objective of the mid-year appraisals.

- a) Each supervisor shall sit down with their respective supervisees to discuss the progress made so far in achieving their performance targets.
- b) If after discussion, there is need to adjust the performance targets, the same shall be adjusted and shall form the basis for the End-Year Appraisal.

Adjustment of individual performance targets shall be based on reasons mutually agreed upon by both the supervisor and the supervisee with the main objective of making the said targets achievable.

Where the targets remain the same, they are confirmed and the appraisal form signed off for filing by the respective supervisor with a copy sent to Finance and Administration Officer.

5.5 Procedure for End-Year Performance Appraisal

- c) Within two weeks after the end of each Financial year, all Supervisors will meet for an appraisal interview individually with each employee under their supervision and for whom they complete an Annual Performance Appraisal as per specified in the appraisal calendar.
- d) During the appraisal interview, the employee performance shall be reviewed as per the annual performance appraisal form.
- e) During and after the end-year performance appraisal, the all supervisors shall agree on individual performance targets for the next performance period with their respective appraisees. The targets are recorded in fresh Appraisal Forms for the next Performance period.
- f) Upon completion of the appraisal interview, the respective supervisors shall forward duly filled and signed appraisal forms to Finance and Administration Officer who shall compile the results of all staff appraisals for purposes of further evaluation and allocation of performance based rewards.

5.6 Corrective Action in case of Unsatisfactory Performance

NBD recognizes that situations may occur which require appropriate corrective action leading to improvement of an employee's job performance and/or conduct or, if appropriate, termination.

Corrective action shall occur, as appropriate, under the provisions of the following Human Resources Policies and Procedures:

- Performance Evaluation,
- Separation from Employment.

The normal progression of corrective action incorporates a(n)

- Oral warning,
- Written Warning,
- Probation of up to 3 months during which procedures on probation shall apply,
- Suspension, and/or
- Termination from employment.

If corrective action fails to result in satisfactory progress, the employee shall be considered for separation from employment. The Regional Manager in conjunction with the supervisor and the Finance and Administration Officer shall review and recommend separation. This shall recommendation shall be forwarded to the Board for approval.

If an employee's misconduct or job-related misconduct is severe and/or repetitive, a step or steps in the process may be skipped or combined. It is recommended that skipping or combining a step or steps be reviewed with the F&A in consultation with the EM.

6. Training and Development

The purpose of this policy is to develop and communicate opportunities for continuous professional development for staff so as to optimize staff capabilities and enhance efficiency.

6.1 Policy

- I. NBD is committed to training its permanent employees to better equip them for the responsibilities they are hired to perform. Capacity building is, therefore, an important part in the Human Resources development plan. Finance and Administration Officer will be available to assist in identifying and coordinating training.
- II. The organization encourages personal growth through career development.
- III. Training shall be coordinated with the leave schedule to avoid the absence of too many people from the office at the same time.

6.2 Procedures for carrying out staff training

- The Finance and Administration Department shall liaise with other departments to ensure that training is carried out.
- Finance and Administration Officer shall identify training needs in line with staff needs from Performance Appraisal Instruments, Training Needs Assessments, the respective supervisors or even the employees may identify appropriate training opportunities.
- The 'Future Development' section of the annual Performance Appraisal will be useful in enabling Finance and Administration Officer to develop a Human Resources Development Plan based on approved budgetary allocations.
- During the last quarter of each financial year a Human Resources Development Plan shall be presented to management as part of the Finance and Administration Annual Work Plan out of which a budget allocation shall be given for Staff Training.
- Possibilities of adequate training sources/opportunities should first be identified within NBD countries. If the kind of training being looked for is not available locally, sources outside NBD region will be considered subject to availability of funds and approval by the Board Chair.

- Before embarking on each training activity, each employee shall complete a training requisition form indicating the name of employee, course title, duration, costs & location prior to undertaking the training. The form shall be forwarded to Finance and Administration Officer after approval by the respective supervisor.
- Finance and Administration Officer in consultation with the Regional Manager then evaluate the relevance of the Training request in line with the Organisation's goals and objectives.
- Once satisfied of its relevance, the Finance and Administration Officer shall confirm the budget and initiate booking.
- The form shall then be sent to F&A for the record. The employee notified of the final approval.
- Only approved credible trainers will be used.

6.3 Educational Assistance

NBD provides employees with the education required for their professional growth and advancement opportunities or to enhance their work knowledge and skills.

Eligibility

Fulltime employees must have successfully completed their probation period not have received written corrective warning within the past 90 days to be eligible for educational assistance. Employees who have received a verbal warning may also be prohibited from applying.

Benefits

The education you seek must satisfy specific requirements and regulations in relation to the strategic direction and needs of the organisation.

The course must maintain or improve skills required by your present position at NBD or be expressly required as a condition to retaining your present position

NBD will pay for tuition, registration fees, books, supplies, other course materials and accommodation where applicable at an accredited school, college or institution.

Procedure

In writing request for Educational Assistance, attach a course description, obtain approval from your supervisor and submit the form to Administration for approval at least two weeks before the course begins. Once this process is complete, your supervisor will advise you whether your request has been approved. After completing an approved course you must submit a report with a documented copy of accreditation received.

7. Promotion Policy

It is our policy to fill job vacancies and higher level jobs by the promotion of qualified employees within the Organisation whenever possible. However, there is no correlation between qualification (input) and job performance (output). The most highly qualified candidate does not necessarily get promoted. The Organisation will use several indicators including performance, perceived potential, academic and professional qualifications to help in the selection process for a promotion.

7.1 Procedures

- I. At least once in each Financial Year, Board shall direct its Human Resources Committee to consider all staff promotion applications.
- II. The deliberations of each promotions committee shall be guided by the existing promotions policies.
- III. In the selection of an employee to fill an upgraded job, the following attributes shall be carefully considered:-
 - Education and Training
 - Attitude, skill and past performance
 - Efficiency
 - Physical and mental qualifications
 - Disciplinary record
 - Attendance record
 - Length of service
- IV. Where the above qualification factors are considered relatively equal among two or more employees of an upgraded or promoted job, the length of service will be the determining factor.
- V. Where an employee is promoted to a higher job qualification, the employee will receive a letter confirming the promotion from the Board Chair for senior officers and the Finance and Administration Officer for the other staff members. Changes in pay will be reflected where applicable.

- VI. Where a promotion is effected, the employee will hold that position for a specific probationary period after which management will review their performance with the aim of judging their progress and determining their confirmation to that position. However, if the progress has been unsatisfactory, the employee may be moved back to their former position or the probation period may be extended for a further period at the discretion of the Board.
- VII. The employee seeking promotion shall apply to the Regional Manager through Finance and Administration for a promotion.
- VIII. All applications for Promotion shall be duly receipted and processed. A copy of the application and outcomes of the committee deliberations shall be documented, employee advised and with copies going to the respective employee file.

8. HIV/AIDS POLICY

8.1 Purpose

- NBD recognizes that the Human Immunodeficiency Virus/Acquired Immune Deficiency syndrome (HIV/AIDS) and its related conditions pose significant and sensitive issues for employees in the workplace and that it is a chronic medical condition with grave socioeconomic implications.
- To address issues relating to non-discrimination, hiring practices, benefits, services and confidentiality.
- To affirm NBD's commitment to maintain a healthy and safe work environment.
- To affirm that NBD is committed to treating employees who are HIV positive as equals with employees not infected with the virus and to establish guidelines regarding their medical needs and other benefits.

8.2 Policy

8.2.1 Non Discrimination

NBD is committed to ensuring that its employees are not discriminated against, directly or indirectly, on the basis of their real or perceived HIV status, whether in relation to access to particular occupations, transfer, extension, promotion, training, workplace accommodation, access to benefits or any matter. NBD will not discriminate against any current or prospective employee who is infected or suspected to be HIV positive.

Identifying employees with the HIV virus does not immunize a workplace from the impact of HIV/AIDS. Moreover, no practice or policy is to allow, directly or indirectly, discrimination against employees or applicants for employment within NBD because they are affected by or infected with HIV/AIDS.

Should an employee consider that he/she has been subject to any conduct which constitutes discrimination or unfair practice in relation to HIV/AIDS, he/she is encouraged to take appropriate action under the grievance procedures.

Harassment

NBD does not tolerate harassment in the workplace. Employees who refuse to work with or who harass or otherwise discriminate against an employee who is HIV positive will be subject to supervisory counseling, discipline, corrective action up to and including termination.

8.3 Guidelines

8.3.1 Information Education and Communication

Information, education and prevention programmes shall be accessible to all staff members. NBD will promote prevention efforts particularly in relation to changing attitudes and behaviour through the provision of information and education.

NBD shall provide, using trained and professional staff, HIV and AIDS education and information through training and outreach programmes.

8.3.2 Medical Testing on Recruitment

HIV and AIDS screening will not be required of job applicants. This means that NBD shall not require, either directly or indirectly, any person to undergo any form of testing for HIV or AIDS as a precondition for offer of employment.

Medical examinations required by the organization shall relate to testing of persons for fitness for work only, as a precondition for employment or for purposes of Group Life Assurance cover, which may be optional.

8.3.3 Voluntary testing of Staff Members for HIV and Aids

It shall not be compulsory for any staff member to undergo, directly or indirectly, any testing for HIV/AIDS. Voluntary testing for HIV on the request of the staff member, shall be conducted by a suitably qualified person in a health facility with informed consent of the staff member.

No Employee shall be forced to disclose their HIV status after undergoing such voluntary counseling and testing (VCT).

8.3.4 Counseling

Staff members and their dependents, infected with HIV will be assisted to obtain confidential counseling services from hospitals, private clinics and other institutions that provide such services.

8.3.5 Confidentiality

NBD shall not require any staff member to disclose their HIV/AIDS status in any matter whatsoever in connection with his/her employment. However, NBD shall encourage shared confidentiality among staff members, particularly in sharing their concerns with the Finance and Administration Officer in order to receive the necessary assistance.

No person, except with the written consent of the staff member to whom the information relates, shall disclose any information acquired by that person in the course of his/her duties, concerning the HIV/AIDS status of any staff member.

Staff medical related information shall be kept in confidence. Any staff member who has confidential information on an employee's HIV/AIDS status, and who discloses it to other parties, shall be subject to disciplinary action.

8.3.6 Support, Care and treatment

In addition to the provision of VCT, workplace protection and employee assistance programmes, NBD will ensure that there is no discrimination in access to receipt of benefits from health and insurance and occupational schemes.

NBD shall also facilitate access to anti-retroviral (ARV) drugs and any other prescribed medication. Expenses incurred on consultation and medication and in cases of hospitalization will be reimbursed in accordance with the provisions of the NBD staff medical scheme.

8.3.7 Implication for contractual status

No staff member shall have his/her contract terminated on the grounds of their HIV/AIDS status. Employment relationship can only be terminated on medical grounds, after alternatives have been sought and an employee is no longer able to meet his/her key result areas.

No staff member shall be prejudiced in relation to promotion, transfer, training and development and job status.

Release of any staff member shall be managed in the same way for HIV/AIDS as for any other medical condition.

8.3.8 Sick & Compassionate leave

Any staff member living with HIV/AIDS shall be subject to the same conditions relating to sick leave as those applicable to other illnesses. NBD treats HIV/AIDS as any other chronic illness.

8.3.9 Workplace behaviour

It should be known that HIV is not transmitted by casual physical contact, coughing and sneezing, by sharing toilet and washing facilities or by using eating utensils handled by someone affected with HIV. It is also not spread by mosquitoes or other insect bites. Accordingly, there shall be no grounds for refusal to share office accommodation and facilities with a colleague infected with HIV.

8.3.10 Performance management

HIV infected staff members shall continue to work under the normal conditions in their current employment for as long as they are medically fit to do so. When on medical grounds, they cannot continue with their normal duties, efforts will be made to offer alternative assignments without prejudice to their benefits.

A staff member with HIV/AIDS is expected to meet the same performance requirements that apply to other staff members, with reasonable accommodation, if necessary. Reasonable accommodation may include, but is not limited to, flexible or part time working schedules, leave of absence, work restructuring or reassignment.

Should a staff member become incapable of performing his/ her duties due to HIV related illness, the normal guidelines for dealing with incapacity shall apply.

8.3.11 Personal Responsibility

While measures are designed to protect the rights of HIV infected staff members, the infected staff member also has the responsibility to adopt behaviour that does not put other staff members at risk of infection. NBD shall, where possible, avail condoms at the work place to encourage staff to practice safe sex. Uninfected employees are encouraged and advised to take all personal caution and responsibility to avoid careless sexual encounters that may expose them to HIV infection.

9. DISCIPLINARY PROCEDURE

The NBD policy and procedure on disciplinary matters and performance at work is designed to safeguard and protect the interests of the individual, other employees, and the NBD reputation by providing a framework for management and employees to ensure that the high standards of job performance and conduct that are required, are met and maintained.

Disciplinary action may be necessary where expected standards of performance or behaviour are not met. The NBD is responsible for ensuring that disciplinary action is not taken until the case has been investigated and, so far as is possible, that facts have been established.

The main object of investigating the procedure for poor performance is corrective rather than punitive, and aims to assist the employee achieve and maintain the required standards of performance.

Formal procedures will only be used when informal action has failed to produce the required improvement, or when the disciplinary matter is considered sufficiently serious to merit such procedures.

Disciplinary matters will be dealt with in a fair and equitable manner in accordance with the procedures outlined below which take account of the requirements of the applicable law and best practice in this respect.

At every stage in the procedure the employee will be advised of the nature of the complaint against him/her, will be given time to consider the complaint, and will be given the opportunity to state his/her case before any decision is made.

At any interview held under these procedures the employee may be accompanied by (but not represented) by a colleague or officer of his/her choice. The person who accompanies him/her may act as a witness and may take notes but should not take active part in the proceedings.

9.1 The procedure

Minor faults will be dealt with informally, but where the matter is more serious, the following procedure will be used.

a) Stage One - Recorded Warning

If conduct or performance does not meet acceptable standards the employee will be interviewed as soon as possible by his/her line officer/department head. He/she will be told why the interview is necessary and given the opportunity to state his/her case. If appropriate, the employee will be given an oral warning that continued or repeated misconduct or poor performance may result in further disciplinary action, including, in an extreme case, dismissal. He/she will be advised that it is the first stage of the disciplinary process. The employee will also be made aware of the improvement expected in his/her behaviour or conduct, and a record of the warning will be placed on his/her personal file. This warning will remain active for a period of six months.

b) Stage Two - Written Warning

If the misconduct or performance does not improve, the employee will be interviewed again by his/her line officer/department head and the exact nature of the complaint against him/her will be explained. If appropriate, a written warning will be given to the employee which will outline the nature of the complaint, the consequences if there is no improvement or if there is a repetition of the misconduct or a further offence is committed, the steps that must be taken to avoid disciplinary action. This warning will remain active for a period of one year.

c) Stage Three - Dismissal

If the employee's conduct or performance is still unsatisfactory following a written warning and the employee still fails to reach the required standards, the NBD will use normal organisational procedures to dismiss the employee.

When dismissal is being contemplated or recommended or if the alleged misconduct is considered sufficiently serious, the employee may be suspended from work on full pay while further investigations are made. The suspension will last for no more than five days initially but may be renewed or extended at the sole discretion of the organization.

An employee who is suspended is required to co-operate fully with any investigation and to be available for interview during normal office hours. Whilst an employee is suspended, he/she must comply with any instructions not to communicate with clients, other employees of the NBD or third parties who deal with the NBD.

d) Appeals

If the employee feels that he/she has been unjustly disciplined, he/she may appeal at and after Stage Two of the disciplinary procedure. The grounds for appeal should be specified in writing and given to the NBD within five working days of the dismissal or other disciplinary action.

Appeals against written warnings shall be to the Regional Manager and appeals against dismissal shall be to the Board. In each case, the decision arrived at after the appeal will be final.

An employee wishing to appeal should contact the Finance and Administration Officer who will inform him/her of the appropriate person to whom the appeal should be made. The outcome of the appeal will be relayed in writing as soon as possible after the appeal has been held.

9.2 Gross Misconduct

The following are examples of conduct which will normally be regarded as gross misconduct and which, if proven, may result in dismissal without notice or payment in lieu of notice. An employee who is accused or is suspected of gross misconduct will normally be suspended from work on full pay while NBD investigates the alleged offence. The employee will be required to attend a disciplinary interview within five days (or longer if the period of suspension has been extended or renewed).

Gross misconduct includes (but is not limited to):

- Deliberate falsification of records;
- Theft from the NBD or any associated organization or any person on NBD premises and / or any associated NBD premises;
- Misappropriation of funds
- Fraudulent conduct

- Using vulgar, profane or obscene language, including any communication or action that violates NBD policy against harassment and other unlawful forms of discrimination
- Violating conflict of interest regulations.
- Disclosing or using confidential or proprietary information without authorization
- Violating NBD's computer or software use policies
- Breach of confidentiality;
- Serious negligence which causes unacceptable loss, damage or injury;
- Serious acts of insubordination;
- Fighting or assault on another person;
- Deliberate damage to NBD property;
- Being charged and/or convicted of a criminal offence which, in the opinion of the NBD demonstrates unsuitability for further employment with the organization;
- Serious incapability through alcohol or being under the influence of illegal drugs or other prescribed substances at any time during the working day (whether or not on NBD premises);
- Behaviour prejudicial to the good name of the NBD and/or any associated organization;
- Serious breach of health and safety regulations;
- Any misrepresentation or false statement made during the job application process relating to a person's own work or that of a colleague;
- Sexual, racial, tribal or disability discrimination (including harassment) of another employee, agency or contract worker, any client or stakeholders, visitor to the NBD premises or any other third party to whom the NBD may owe a duty to prevent such discrimination.

9.3 Serious Misconduct

Serious misconduct includes (but is not limited to):

- Refusal to carry out reasonable requests or instructions;
- Unauthorized absences from work or from the NBD premises

9.4 General Misconduct

General misconduct includes (but is not limited to):

- Unsatisfactory record of attendance or reliability;
- Persistent lateness;
- Failure to maintain acceptable standards of dress;
- Poor work performance;
- Poor standard of personal hygiene

9.5 Criminal Offences

An employee who is charged with any criminal offence must report this fact to his/her immediate supervisor. Failure to do so may result in dismissal and/or disciplinary action.

The list above is of NBD's expectations and standards. However, it does not include every type of unacceptable behavior that can or will result in disciplinary action. Be aware that NBD retains the discretion to determine the nature and extent of any discipline based upon the circumstances of each individual case.

10. GRIEVANCE PROCEDURES

If at any time during employment with the organization, an employee has a problem or complaint, every endeavour should be made to resolve it informally. In circumstances where this is not possible, there is a formal procedure which the employee can follow.

If an employee needs to use this procedure, it will be conducted in complete confidence and without adverse consequences for him/her. Every attempt will be made to listen to his/her case sympathetically and for a mutually satisfactory conclusion to be reached.

10.1 Procedure

There are stages to follow and, because it is important that grievances are dealt with speedily, certain time limits for the procedure have been set:

a) Stage One

The employee should set out his/her grievance in writing and give it to his/her supervisor who will arrange a meeting with him/her within five working days to consider the matter. It is hoped that the matter will be resolved at this meeting.

b) Stage Two

If the matter is not mutually resolved at Stage One, the grievance should be taken, in writing, to the next level of management. The complaint will be discussed both with the employee and the officer concerned within ten working days of the meeting at Stage One, unless there is a good reason for delay.

c) Stage Three

In those cases where the matter remains unresolved, the employee may appeal to the Regional Manager whose decision, in consultation with the Board, will be final.

d) General Points

- To avoid any possibility of misunderstanding and misinterpretation, the grievance must be reported in writing.
- At each stage of the grievance procedures the employee concerned may be accompanied by a colleague of his choice, if he requires.

11. Organizational Communications & Technology

11.1 Bulletin Boards

Check all the bulletin boards regularly to obtain important information about NBD events and policies. Only NBD employees should use organisation's bulletin boards. See the Administrator to obtain approval for a bulletin board posting.

11.2 Communication with Press or Media

All media inquiries should be referred to the Regional Manager, who will respond directly or designate another spokesperson and who will also help draft or direct an appropriate response if necessary.

This policy covers all forms of responses to the media, including off-the-record and anonymous statements.

11.3 Software Policy

NBD regulates employees' use of its computer software.

You may not duplicate any licensed software or related documentation for use, either on NBD premises or elsewhere, unless expressly authorized to do so by written agreement with the licensor. And you may not provide licensed software to anyone outside the NBD. Employees should be aware that the illegal duplication of software may result in the filing of criminal copyright charges by the owners of the copyrights and can subject both the employee and the NBD to liability.

All NBD software must be registered properly and installed by a competent staff or contractor. Staff may not load personal software on NBD computers.

11.4 Use of NBD Communication Systems

Because NBD reserves the right to access any personal communication without prior notice, employees should not use organization systems to transmit any messages or to access any information that they would not want a third party to hear or see. Although incidental and occasional personal use of the organization's systems is permitted, any such personal use will be treated the same as all other communications under this policy.

11.5 Telephone Usage

The telephone system at NBD is the property of the organization and is provided for official purposes. Personal calls are allowed subject to applicable limits as determined by management from time to time. Any amount in excess of this amount shall be put on staff personal account and deducted from salary. NBD will monitor usage of the telephone system to ensure compliance with this policy.

11.6 Personal Mail

All mail delivered to the NBD is presumed to be related to NBD business. The Administrator is responsible for opening and re-routing all mails received.

12. OTHER REGULATIONS

12.1 Confidentiality of information during & after employment

During your employment and after your employment has terminated, you shall not directly or indirectly use or disclose to third parties other than in the proper performance of your duties for the organization, any of the secrets and confidential information of the NBD or any other associated organization. Confidential information shall extend to all information of a confidential nature concerning the organisation, finances, databases or affairs of the NBD or any associated organization whether they come to your knowledge orally or in writing, and, if written, whether contained in NBD documentation, on computerized record, on software, or original or copies or otherwise.

While you are an employee of the organization, you are bound by the implied duties of honesty, loyalty and fidelity owed by you as an employee. You shall not act in any manner that would prejudice NBD or any associated organization.

As an NBD staff, you must help protect confidential information by taking the following precautionary measures:

- Discuss work matters only with other NBD employees who have a specific work-related reason to know or have access to such information.
- Do not discuss work matters in public places.
- Secure confidential information in desk drawers and cabinets at the end of every business day.

NBD collects only personal information about employees that relates to their employment. Only people with a work-related need to know are given access to this information, and the Regional Manager must authorize any release of the information to others. Personal information, other than that required to verify employment or to satisfy legitimate investigatory or legal requirements, will be released to an outsider only with employee's approval.

If you have access to any confidential information, including private employee information, you are responsible for acting with integrity. Unauthorized disclosure or inappropriate use of confidential information will not be tolerated.

Your cooperation is particularly important because of our obligation to protect the NBD confidential information and employee's private information. Use your sound judgment and good common sense, but if at any time you are uncertain as to whether you can properly divulge information or answer questions, please consult your Supervisor.

12.2 Employment of Relatives

There are two NBD policies concerning employment of relatives and partners:

- Relatives of employees shall not be employed in situations where they have close working contacts. NBD may hire relatives of employees where there are no potential problems of supervision, safety, security, morale or potential conflict of interest.
- When employees become relatives or partners after joining the organization, each situation will be handled on an individual basis, according to reporting relationships and the position to which each is assigned. The NBD reserves the right to transfer one of the employees concerned to a position of equal responsibility within the organization.

12.3 Equipment & Vehicles

When using NBD property, including computer equipment or hardware, exercise care, perform required maintenance and follow all operating instructions, safety standards and guidelines.

Notify your supervisor if any equipment or machines appear to be damaged, defective or in need of repair. This prompt reporting could prevent the equipment's deterioration and could also help prevent injury to you or others. Should you have questions about the maintenance and care of any workplace equipment, ask your supervisor.

If you use or operate equipment improperly, carelessly, negligently or unsafely, you may be disciplined or even discharged. In addition, you may be held financially responsible for any loss to NBD because of such misuse.

12.4 Harassment and Discrimination

NBD strives to maintain an environment free from discrimination and harassment, where employees treat each other with respect, dignity and courtesy.

This policy applies to all phases of employment, including but not limited to recruiting, testing, hiring, promoting, demoting, transferring, laying off, terminating, paying, granting benefits and training.

a. Prohibited Behavior

NBD does not and will not tolerate any type of harassment of employees, applicants for employment, or stakeholders. Discriminatory conduct or conduct characterized as harassment as defined below is prohibited.

The term harassment includes, but is not limited to, slurs, jokes, and other verbal or physical conduct relating to a person's gender, ethnicity, race, color, creed, religion, sexual orientation, national origin, age, disability, marital status, or any other classification that unreasonably interferes with a person's work performance or creates an intimidating, hostile work environment.

b. Sexual Harassment

Sexually harassing behavior in particular includes unwelcome conduct such as: sexual advances, requests for sexual favors, offensive touching, or other verbal or physical conduct of a sexual nature. Such conduct may constitute sexual harassment when it:

- Is made an explicit or implicit condition of employment
- Is used as the basis for employment decisions
- Unreasonably interferes with an individual's work performance, or
- Creates an intimidating, hostile or offensive working environment.

The types of conduct covered by this policy include: demands or subtle pressure for sexual favors accompanied by a promise of favorable job treatment or a threat concerning employment.

Specifically, it includes sexual behavior such as:

- Repeated sexual flirtations, advances or propositions
- Continued and repeated verbal abuse of a sexual nature,
- Sexually related comments and jokes

- Degrading comments about an employee's appearance
- Displaying sexually suggestive objects or pictures including cartoons and vulgar email messages, and
- Uninvited physical contact or touching, such as patting, pinching or repeated brushing against another's body.

Such conduct may constitute sexual harassment regardless of whether the conduct is between members of management, between management and staff employees, between staff employees, or directed at employees by non-employees conducting business with NBD regardless of gender or sexual orientation.

c. Harassment by Non employees

NBD will also endeavor to protect employees, to the extent possible, from reported harassment by non employees in the workplace, including stakeholders and suppliers.

Any employee who becomes aware of possible harassment or other illegal discrimination against others should promptly advise the Finance and Administration Officer or any other appropriate member of management.

Anyone found to have engaged in such wrongful behavior will be subject to appropriate discipline, which may include termination.

Any employee who files a complaint of harassment or other discrimination in good faith or cooperates in the investigation of a complaint will not be adversely affected in terms and conditions of employment.

Grievance and disciplinary procedures will apply as appropriate.

12.5 Smoking Policy

The NBD operates a no-smoking policy and all employees are expected to adhere to the policy.

12.6 Drug and substance abuse

NBD strives to maintain a workplace free of illegal drugs. Misuse of drugs by employees can impair the ability of employees to perform their duties, as well as adversely affect NBD's image. NBD employees are prohibited from using or being under the influence of illegal drugs while performing official business.

You may not use, manufacture, distribute, purchase, transfer or possess an illegal drug while on NBD facilities, while operating a motor vehicle for any job-related purpose or while on the job, or while performing NBD business. This policy does not prohibit the proper use of medication under the direction of a physician; however, misuse of such medications is prohibited.

Employees are prohibited from using or being under the influence of alcohol while performing NBD business.

12.7 Work place violence

NBD has a zero-tolerance policy concerning threats, intimidation and violence of any kind in the workplace either committed by or directed to our employees. Employees who engage in such conduct will be disciplined, up to and including immediate termination of employment.

Employees are not permitted to bring weapons of any kind onto organization premises or to organization functions. Any employee who is suspected of possessing a weapon will be subject to a search at the organization's discretion. Such searches may include, but not be limited to, the employee's personal effects, desk and workspace.

If an employee feels he or she has been subjected to threats or threatening conduct by a coworker or client the employee should notify his or her supervisor or another member of management immediately. Employees will not be penalised for reporting such concerns.

12.8 Deductions

You shall authorise the organization, on termination of your employment however arising, to make sure such deductions from your final salary or payment in lieu of notice in respect of any outstanding amounts which are owed by you to the NBD or any other associated organization and all or any deductions irrespective of tax or national insurance.

12.9 Return of NBD Property

On termination of your employment for any reason, you will immediately deliver up to the NBD all the property - including but not limited to documents, software, credit cards, keys and passes - belonging to the NBD or any associated organization in your possession or under your control. Documents and software shall include but not be limited to correspondence, files, reports, minutes, plans, records, computer print-outs, external disks, manuals and any other documentation or any other medium of storing information. Your obligations under this clause shall be deemed to include the return of all copies, drafts, reproductions, notes, extracts or summaries of the aforementioned documents and software.

You shall, on request by the organization, confirm in writing compliance with the obligations under this clause.

13. Employment Separation

13.1 Termination of Employment

In every case of termination of employment, it shall be the Organisation's objective to make the separation as amicable as possible for both the employee and the Organisation. It is best that the terminating employee take with him/her into the community a feeling of goodwill towards NBD regardless of how satisfactory or unsatisfactory he/she may have been as an employee.

Nevertheless, there may be instances where the attitude taken by the employee in terminating will cause NBD to take action to protect its own interests. Such a case could include the employee's failure to give proper notice of leaving, refusing to name the organization where he/she intends to work or taking Organisation documents or other property when he/she leaves. In such cases, NBD may deny benefits or refuse to accept or pay for any notice given. However, where these conditions do not apply, the separating employee shall be eligible for all due benefits.

13.2 Procedure:

This procedure is intended to be a guideline for management in addressing voluntary or involuntary termination of employment for all NBD employees.

Whenever an employee terminates or is terminated, the Finance and Administration Officer shall be notified immediately. The notification should indicate the date of termination, reemployment eligibility, and a rating of the employee's ability, conduct, attendance and performance. The Finance and Administration Officer shall immediately notify payroll indicating the date of termination and last day of work.

14.2.1 Involuntary Termination

Involuntary terminations are those initiated by the Organisation, and include;

- Lay offs resulting from staff reduction - redundancy
- Discharge for conduct not in the best interest of the Organisation.
- Release for inability to perform duties or meet prescribed standard on the job
- Absence from work for a period of more than 90 days due to an illness or disability to work as determined by a medical practitioner.

The Regional Manager shall recommend to the Executive Committee for termination of a particular staff contract and the Executive Committee will either terminate or not

terminate the contract. An appeal lies with the NBD Board. For the junior staff, RM will have the power to terminate.

The decision for staff dismissal shall be made by the full board.

Staff recruitment and separation at the national level shall be the duty and responsibility of the NDF Board.

There will be no appeals once the NDF Board makes the decision.

14.2.2 Voluntary and Other Terminations:

Voluntary and other terminations are those normally initiated by the employee and include:

- Resignation
- Retirement
- Death
- Unexcused absences that are unreported for a period of six (6) working days (desertion)

The service of any employee on probation may be terminated by the provision of a 7-day notice.

14.2.3 Layoffs

These are initiated when one or more jobs are eliminated because of various situations such as declining volume of work, reduced funding or discounted functions or operations. Decisions regarding layoffs must be reviewed and/or approved by the Board Chair. Employees terminated under this section are eligible for severance pay.

It is the Organization's policy to notify an employee in advance of any necessary layoffs that is no fault of the employee. If advance notice is not possible, the employee will receive pay in lieu of notice based on service time.

a) Provisions

When a layoff is necessary, the following points will be considered in determining which position(s) will be necessary to temporarily dissolve:-

- The employee's job responsibilities in relation to the continued efficient operations of the Organisation.
- The employee's skill level
- The efficiency of the employee
- The employee's length of service

Any employee on leave of absence during a layoff period will be subject to layoff on return to work, in accordance with the above considerations.

NBD will give an employee being laid off a seven-day advance notice, except in the case of an emergency layoff.

b) Benefits

NBD will give an employee terminated by layoff pay in lieu of notice, based on the employee's length of service to the organization; Service pay and Leave earned but not taken will be paid to the laid off employee.

c) Release

Employees who fail to adequately perform their job duties after formal corrective efforts have been made to assist them are released.

A released employee is eligible for payment of unused leave earned and one month's notice or pay in lieu of notice.

14.2.4 Resignation

Resignation is a voluntary decision by an employee to terminate his/her employment with the Organisation. Should an employee resign employment with NBD he/she should give a written minimum notice of **1 month** or as stipulated in the Letter of Employment, to the Board Chair through the Regional Manager. The resignation letter should state reason for resignation (optional) and the effective date of the resignation.

This advance notification allows supervisors time to adjust work schedules and secure replacement. On the employee's last day, the employee's line officer or Finance and Administration Officer will conduct an Exit Interview. At the Exit Interview, NBD property in possession of the employee should be retrieved and information regarding final dues clarified.

An employee on probation may resign by giving a seven (7) days written notice. In this case, the normal Exit Interview process must be undertaken.

Failure to give notice will result in employee paying NBD one months pay in lieu of notice.

14.2.5 Death of an Employee

NBD has provided this policy to accomplish as quickly as possible those actions it believes are necessary at the time of death. The death of an employee brings certain hardships to the employee's family.

It is the policy of NBD to provide assistance in countering the difficulties encountered when death occurs to an employee.

a) Procedure

Every employee is requested to designate his/her beneficiary at the time of employment.

In case of death of a NBD employee, NBD will contribute USD. 150 to assist/cover the cost of the employee's burial.

The following payments are to be made to the next of kin:

- Salary earned up to the point of death
- Pro-rated leave earned but not taken

- Any other dues to the deceased employee
- Accrued severance benefit
- Gratuity

To avoid legal tussles, NBD will pay these benefits to the legally recognized next of kin as indicated in the most recent nomination of beneficiary list.

13.3 Certificate of service

It is the policy of NBD to give a certificate of service to staff members who resign or otherwise have to leave the Organisation. The certificate states dates of commencement and termination of employment, position held and any other relevant information.

An employee who is voluntarily or involuntarily laid off will obtain a certificate of service from the Finance and Administration Officer after he/she has been officially cleared.

13.4 Exit Procedure

- a) Participate in the exit interview. Records of the same will be submitted to Finance & Administration for analysis and a copy kept in the employees file.
- b) Handing over of Organisation's property and completing the Clearance form signed by all departmental heads
- c) Finance department to compute final dues which include; pay for days worked, payment of leave days earned and not taken, payment in lieu of notice, less any dues owed to the Organisation. The Finance and Administration Officer to sign off the final dues.
- d) Gratuity payment; this will be per the set organisation's rules.
- e) Declaration signed by the ex-employee that they have no further claim against the Organisation.