

The background of the cover features a complex network of white and green hexagons connected by lines, creating a web-like structure. In the center, there is a large, semi-transparent green circle containing the letters 'HR' in white. The overall color scheme is a gradient of blue and green.

# **HUMAN RESOURCES**

## **POLICY MANUAL**

**For the governance and Management  
of Human Resources**

**AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT  
(AFARD)**

**Revised Edition 2021**



# **HUMAN RESOURCES POLICY MANUAL**

A Set of Policies, Procedures and Guidelines

For the governance and Management of Human Resources

AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT  
(AFARD)

Revised Edition 2021

# FOREWORD

---

The Agency For Accelerated Regional Development (AFARD) is a home grown, voluntary, non-governmental non-profit Organization, which is non-denominational and independent, and provides development assistance all over west Nile Region. AFARD staff play a fundamental role in Equitable Regional Development Initiatives and Work programs. Their skills and commitment are vital to the success of the organization.

AFARD's aim is to set common standards in the management of its Human Resources, in order to develop skill sets and a shared mentality, promoting the collaboration and participation, leadership, responsibility and growth of its staff.

These Human Resource Policies set down principles and related guidelines to which all employees must adhere. They are binding and in line with the vision and mission of AFARD.

Staff or people working in AFARD are advised to read the policies, procedures, working conditions, and benefits described in this manual.

They will be asked to affirm that they have read, understood, agree to abide by, and acknowledge their individual receipt of this Human Resource Policy Manual and Employee Code of Conduct.

The Board of Directors wishes all those working in or for AFARD to enjoy their work and have a rewarding career with the organisation.

**Regards**

**Chairperson**

**BOARD OF DIRECTORS**



P.O. BOX 80, Nebbi (UGANDA) Plot 3-5 Butiime Road Nebbi Municipality.  
Office Phone: 0772/ 437175; Mobile Ph. 0782-400856  
E-mail: afard@afard.net Web site: www.afard.net

---

### ACKNOWLEDGEMENT FORM

**This page is meant exclusively for staff of AFARD working in the organization.**

Please sign the below to indicate that you have seen and read this Human Resource (HR) Policy and Manual, and return the signed page to Human Resource office. This page will be kept in your personnel file.

I, ..... acknowledge that I have received and duly read the Human Resource Policy Manual of the Agency For Accelerated Regional Development (AFARD) and commit to comply with all the provisions of the Policy and Guidelines herein.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_



# CONTENTS

---

<b>FOREWORD</b>	<b>4</b>
<b>LIST OF ACRONYMS</b>	<b>13</b>

---

<b>CHAPTER 1 Introduction to the HR Manual</b>	<b>14</b>
1.1.2 Purpose of the Manual	14
1.1.3 Objectives of the Policy Manual	15
1.1.5 General guidelines for the Policy Manual	15
1.1.6 Compliance	15
1.1.7 Policy manual review	15
1.1.8 Implementation	16
1.1.9 Amendments to the Manual	16

---

<b>CHAPTER 2 General Provisions</b>	<b>17</b>
2.1.1 Vision	17
2.1.2 Values and Principles	17
2.1.3 Mission	17
2.1.4 Employee Code Of Conduct	17
2.1.5 Dress code	17
2.1.6 Internet usage	13
2.1.7 Cellphone	13
2.1.8 AFARD email	13
2.1.9 Using personal social media at work	14
2.1.10 Representing AFARD through social media	14
2.1.11 Employee relationships	14
2.1.12 Employment of relatives	15
2.1.13 Workplace visitors	16
2.1.14 Solicitation and distribution	16
2.1.15 Other employment	16
2.1.16 Use of AFARD Property and Assets	16
2.1.17 How we Implement the Code of Conduct	17
2.2 Conflict Of Interest Policy	20
2.3 Fraud/Corruption Prevention And Investigation Policy	20
2.3.1 Definition	21
2.3.2 Prevention	22
2.3.3 Personal Conduct	22
2.3.4 Executive Directors 's responsibilities	22
2.3.5 Line Managers' responsibilities	23
2.3.6 Staff responsibilities	23
2.3.7 Reporting suspected Fraud	23
2.3.8 Investigating suspected Fraud	23
2.4 Whistleblower Policy	23
2.4.2 Making a Report.	24
2.4.3 Protection of Employees who report misuse of AFARD assets	24
2.5 Professional Misconduct and Harassment Policy	24

2.5.1 Line Manager responsibility	25
2.5.2 HR responsibility	25
2.5.3 Employees responsibility	25
2.5.4 Data Protection	25
2.6 HIV/Aids Workplace Policy	25
2.6.1 Non-Discrimination	26
2.6.2 HIV Testing, Confidentiality and Disclosure	26
2.6.3 Promoting a Safe Work Environment	26
2.6.4 Education and Awareness	27
2.6.5 Access to Treatment and Care	27
2.7 Child Protection Policy	28
2.7.0 Scope of the policy	28
2.7.1 Some of the common Child abuses	28
2.7.2 AFARD's Commitment and Policy position on child protection	28
2.7.3 Practical Steps to achieve the commitments on Child protection	28
2.7.4 Child protection at the level of Human Resources	28
2.7.5 Child protection at the level of programming	28
2.7.6 Child protection at the level of fundraising	28
2.7.7 Identification, reporting and Investigation of child abuse	28
2.7.8 Reporting Mechanisms	28
2.7.9 Non reporting of suspected cases of Child abuse	28
2.8.0 Investigation of suspected cases of Child abuse	28
2.8.1 Management of abused child protection cases	28
2.8.2 Responsibility in implementation of the policy	28
2.9	

---

<b>Chapter 3 Terms and Conditions of Service</b>	<b>40</b>
3.1. Introduction	40
3.1.2 Objectives of Terms and Conditions of Service	40
3.1.3 General Conditions Of Service	40
3.1.4 Duties	40
3.1.5 Attendance to duty	41
3.1.6 Working Hours	41
3.1.7 Absence from work	41
3.1.8 Public holidays	41
3.1.9 Altering working hours	41
3.1.10 Overtime	42
3.1.11 Date of Appointment	42
3.1.12 Probation	42
3.1.13 Confirmation	42
3.1.14 Performance Management	42
3.1.15 Performance Management Cycle	43
3.1.16 Performance Appraisal	43
3.1.17 Appraisal Instrument	43
3.1.18 Appraisal Interval	43
3.1.19 Participation	43
3.1.20 Reward and Recognition	44
3.1.21 Salary	44
3.2 Summary Of Benefits	44
3.2.1 Medical Insurance	44
3.2.2 Transport Allowance	44
3.2.3 Subsistence Allowance/ Per Diem	44



3.2.4 Safari-Day Allowance	35
3.2.5 Training Allowances	35
3.2.6 Other Allowances	35
3.2.7 Loans	35
3.3 LEAVE	35
3.3.1 Annual Leave	35
3.3.2 Maternity leave	36
3.3.3 Paternity Leave	36
3.3.4 Study Leave	37
3.3.5 Sick Leave	37
3.3.6 Special Leave	37
3.3.7 National Social Security Fund (NSSF)	37
3.3.8 Gratuity	37
3.2.11 Compensation for Disability/Death	38
3.2.12 Cost of Burial	38
3.2.13 Retirement Age	38
<hr/>	
<b>Chapter 4 Employment At AFARD</b>	<b>48</b>
4.1.1 Introduction	48
4.1.2 Employee Classifications	48
4.1.3 Fixed Term Contract	48
4.1.4 Specific Task Contract	48
4.1.5 Pre-Employment Requirements	48
4.1.6 Medical Examination	49
4.1.7 Orientation	49
4.1.8 Probationary Period	49
4.1.9 Misrepresentation	49
4.1.10 Equal Employment Opportunity	50
<hr/>	
<b>Chapter 5 Recruitment and Selection Policy</b>	<b>51</b>
5.1.1 Definition of Terms	51
5.1.2 Policy Statement	52
5.1.3 Audience and applicability	52
5.1.4 Principles and guidelines	52
5.1.5 Needs analysis for establishment requirements	53
5.1.6 Advertising	53
5.1.7 Adverts should indicate	53
5.1.8 Screening	54
5.1.9 Competency Assessment for Selection	54
5.1.10 Pre-Employment Reference Checks	54
5.1.11 Appointment	55
5.1.12 Staff Mobility	55
5.1.13 Employment Records	56
5.1.14 Personal data Form	56
5.1.15 Personal Files	56
5.1.16 Records Management	56
5.1.17 Update of Records	56
<hr/>	
<b>Chapter 6 Salaries And Wages</b>	<b>57</b>
6.1.1 Salary Computation	57
6.1.2 Salary Payments	57
6.1.3 Salary Adjustments	57

6.1.4 Allowances	57
<b>Chapter 7 Human Resource Development</b>	<b>59</b>
7.1.1 Definition	59
7.1.2 Objectives	59
7.2 Training policy	59
7.3 Institutional Framework for managing Training and Staff Development	59
7.3.2 Implementation	60
7.4 Categories of training	60
7.5 Methods of training and development	61
7.6.1 Identification of training need	61
7.7 Monitoring and evaluation of training	61
7.8 End of training report	62
<b>Chapter 8 Employee Safety</b>	<b>63</b>
8.1.1 Obligations of AFARD	63
8.2 Obligations of the Employee	63
8.3 Compensation	63
8.3.1 Reporting Workplace Injuries/Accidents	64
8.4 Employee Welfare Facilities	64
8.4.1 Salary advance	64
8.4.2 Staff Health	64
<b>Chapter 9 Employee Discipline</b>	<b>66</b>
9.1.1 Definition and application	66
9.1.2 Principles underlying disciplinary procedures	66
9.1.3 Types of Offences	66
<b>Chapter 10 Disciplinary Procedure</b>	<b>68</b>
10.1.1 Minor offences	68
10.1.2 Major Offences	68
10.1.3 Summary Dismissal	69
10.1.4 Right to appeal	69
10.2 Employee Complaints and Grievances	69
10.2.1 Definition	69
10.2.2 Principles	69
10.2.3 Application	69
10.2.4 Grievances procedure	69
<b>Chapter 11 Termination Of Service</b>	<b>71</b>
11.1.1 General Provisions	71
11.1.2 Voluntary Termination	71
11.1.4 Acceptance/Rejection of Resignation	72
11.2 Termination by the Employer	72
11.2.1 Dismissal	72
11.2.2 Retirement	72
11.2.3 Expiry of Contract	73
11.2.4 Redundancy	73

11.2.5 Termination due to Natural Causes	73
11.2.6 Procedures to Terminate	73
11.2.7 Exit Interview	73
11.2.8 Death of Employee	73
11.2.9 Terminal Benefits	74
11.2.10 In-House Terminal Benefits Scheme	74
11.2.11 Returning AFARD Property	74
11.2.12 Hand Over Form and Exit Interview	74
11.2.13 Final Pay	74
11.2.14 Certificate Of Service	74

## Tools and Templates

Appendix 1 AFARD Organogram	69
Appendix 2 Staff Requisition Form	70
Appendix 3 Reference Request Letter	71
Appendix 4 Personal Data Form	72
Appendix 5 Letter of Appointment	74
Appendix 6 Standard Contract of Employment	75
Appendix 7 Oath of Confidentiality and Secrecy	77
Appendix 8 New Hire Orientation Checklist	78

# APPENDICE

---

Appendix 9	Leave Application Form	79
Appendix 10	Staff Performance and Development Appraisal (Tools )	80
Appendix 10.1	AFARD Staff Appraisal Form	81
Appendix 11	Extension/Renewal of contract Letter	85
Appendix 12	Personnel Action Form	86
Appendix 13	Record of verbal warning	87
Appendix 14	Warning Notice	88
Appendix 15	First Warning letter	89
Appendix 16	Second/Final Warning Letter	90
Appendix 17	Suspension Letter	91
Appendix 18	Dismissal Letter	92
Appendix 19	Disciplinary Action Form	93
Appendix 20	Disciplinary Appeal Form	94
Appendix 21	Formal Grievance Form	95
Appendix 22	Employee Exit Interview Form	96
Appendix 23	Certificate of Service	98

# LIST OF ACRONYMS

---

<b>AFARD</b>	Agency For Accelerated Regional Development
<b>BOD</b>	Board of Directors
<b>C&amp;B</b>	Compensation and Benefits
<b>COLA</b>	Cost of Living Adjustment
<b>DFA</b>	Director Finance & Administration
<b>DP</b>	Director of Programmes
<b>ED</b>	Executive Director
<b>EDP</b>	Employee Development Plan
<b>EEO</b>	Equal Employment Opportunity
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resources Development
<b>HRM</b>	Human Resources Management
<b>IDP</b>	Individual Development Plan
<b>JD</b>	Job Description
<b>KPI</b>	Key Performance Indicator
<b>KPM</b>	Key Performance Measures
<b>KSA's</b>	Knowledge, Skills and Abilities
<b>PIP</b>	Performance Improvement Plan
<b>PM</b>	Performance Management
<b>T &amp; D</b>	Training and Development
<b>TNA</b>	Training Needs Assessment
<b>WC</b>	Workers' Compensation

### 1.1.1 Introduction to the Human Resource Policy Manual

In the context of the Agency for Accelerated Regional Development (AFARD), the term “Human Resource” refers to all people with or without formal professional qualification, employed by or are volunteers in the organization and contribute to its functions under the direct responsibility of its management.

Policy guidelines are normally contained in a separate Implementation Manual. They are meant to guide implementation of the policy document, which is a separate document. However, these guidelines and procedures have been incorporated with the policy statements, hence the naming as “Human Resources Policy Manual”.

The Agency For Accelerated Regional Development (AFARD) Human Resource Policy Manual establishes policies, procedures, benefits, and working conditions that will be followed by all employees as a condition of their employment at the Organization. The Code of Conduct describes the expected actions and behaviors of employees while conducting AFARD business

### 1.1.2 Purpose of the Policy Manual

The human resource is a very important asset of an organization. It is therefore important that this asset is well governed and managed. The Policy Manual, therefore, serves to ensure that on one side the human resource is looked after in terms of respecting their needs and rights as well as providing for their benefits due by virtue of their engagement. It also, on the other hand, helps to address complaints, problems, and grievances of employees, and outlines how to solve them appropriately

This Policy Manual aims to provide AFARD with a useful guide which is standardized and equitable for management of its personnel. The goal is to define working conditions that are recognized as impartial and encourage staff to demonstrate a sincere sense of interest and pride in the organization and its work program, and to use their best skill sets to fulfil roles assigned to them.

Broadly, this Policy Manual will enable staff of and volunteers working in AFARD to understand the nature of the organization, the organization’s expectation of them and the acceptable as well as the unacceptable behaviors while working in and for the organization. It will also enable the management of AFARD understand what the staff and volunteers working in the organization expect of it.

The policies and procedures outlined herein will be applied at the discretion of AFARD. AFARD therefore reserves the right to withdraw or change the policies, procedures, benefits, and working conditions described herein at any time, for any reason, and without prior notice.

AFARD will make every effort to notify employees when an official change in policy or procedure has been made but employees are responsible for their own up-to-date knowledge about AFARD policies, procedures, benefits, and working conditions. No provision in this Human Resource Policy Manual can be waived without written permission from the Executive Director, or designee.

AFARD values talents and abilities of its employees and seeks to foster an open, cooperative, and dynamic environment in which employees and the organization alike can thrive. An Open Door Policy is provided which encourages employees to take problems to the next level of management if they are unable to resolve a situation with their direct supervisor.

### **1.1.3 Objectives of the HR Policy Manual**

- a) In general, the objective of the Human Resource policies manual is to provide guidelines on employer-employee relationships, spelling out acceptable norms of behavior, work schedules, health and safety measures, employment modalities, conflict resolution and disciplinary measures
- b) In specific terms it is to:
  - i. To provide clear guidelines for application of human resources functions and systems.
  - ii. To maintain consistency and predictability in decision-making.
  - iii. To ensure transparency and accountability in Human Resources (HR) management and development.
  - iv. To promote adherence to the rules and regulations governing employment at AFARD.
  - v. To provide a basis for protecting the rights of the employer and the employee

### **1.1.4 Scope:**

The provisions in the policy manual shall apply to all staff of AFARD. Except where expressly not applicable, provisions of this policy also applies to volunteers working in AFARD

### **1.1.5 General guidelines**

In order to facilitate implementation, AFARD management shall:

- a) Avail copies of the policy manual to all managers, who in turn, shall make copies accessible to all employees.
- b) Sensitize all managers and all other relevant stakeholders about the Policy Manual.
- c) Coordinate and monitor implementation of the Policy Manual and facilitate its reviews.
- d) Ensure that line managers and Human Resources personnel, induct all AFARD employees on the application of the policies and guidelines herein and ensure adherence to it.

### **1.1.6 Compliance**

- a) Non-compliance with the policies and guidelines is a misconduct liable to disciplinary action in accordance with the provisions of the disciplinary code.

### **1.1.7 Policy Manual review**

- a) The Board shall facilitate Annual review of the Policy Manual and guidelines to ensure that it remains-up-to date.

### **1.1.8 Implementation**

- a) The Executive Director is responsible for the overall implementation of the Manual. A copy of the Manual shall be available in each department. All staff are required to read and acquaint themselves with the Manual.

### **1.1.9 Amendments to the Manual**

- a) AFARD Board may amend the Policy Manual or any part hereof as deemed necessary, aligning it to changes in the legal framework e.g. the Employment Act or as a result of operational needs.
- b) All amendments made and adopted by the Board shall be communicated to staff.



### 2.1 GENERAL PROVISIONS

#### 2.1.1 Vision

“Prosperous, Healthy and Informed people of West Nile.” .

#### 2.1.2 Values and Principles

In AFARD, conduct and performance are underpinned by the following core values and principles;

- a) Empowerment
- b) Genuine Partnerships
- c) Professionalism
- d) Transparency and Accountability

#### 2.1.3 Mission

To contribute to the molding of a society where local people including the marginalized take lead in the development of the West Nile region.

#### 2.1.4 EMPLOYEE CODE OF CONDUCT

An AFARD employee has the duty and responsibility to ensure that he or she behaves appropriately at work. The expected appropriate conduct at work is here below outlined. It is not possible to cover every single case of conduct, but AFARD expects that each staff will always use his or her best judgement in each situation. Staff are encouraged to reach out to their respective managers or the Human Resource Manager if faced with any issues for clarification or have any questions.

#### 2.1.5 Dress code

- a) AFARD's official dress code is Business Casual/ Smart Casual. However, an employee's position may also inform how they should dress. If an employee frequently meets with clients or prospects, he / she is expected to conform to a more formal dress code.
- b) All staff and volunteers working in AFARD are expected to be clean when coming to work and avoid wearing clothes that are unprofessional (e.g. workout clothes.) As long as a staff or volunteer conforms with the guidelines above, there are no specific expectations about what types of clothes or accessories is / are worn.
- c) Grooming styles, clothing and accessories that are dictated by religious beliefs, ethnicity or disability are respected and permitted.

### 2.1.6 Employee relationships

It is important and desired that appropriate and harmonious relationships between employees as well as professional behavior are ensured. The following guideline should therefore be followed:

- a) Fraternization:
  - i. Refers to dating or being friends with one's colleagues. In this policy, "dating" equals consensual romantic relationships and sexual relations.
  - ii. Non-consensual relationships constitute sexual violence and are strictly prohibited.
- b) Dating colleagues
  - i. If staff starts dating a colleague, they are expected to maintain professionalism and keep personal discussions outside of the workplace.
- c) Dating Managers/Supervisors
  - i. To avoid accusations of favoritism, abuse of authority and sexual harassment, supervisors must not date their direct reports. This restriction extends to every manager/supervisor above an employee. Also, if one acts as a hiring manager, he / she isn't allowed to hire the partner to his/her team. He / She can refer their partners for employment to other teams or departments where they don't have any managerial or hiring authority
- d) Friendships at work
  - i. Employees who work together may naturally form friendships either in or outside of the workplace. AFARD encourages this relationship between peers, as it can help them communicate and collaborate. But each staff is expected to focus on his/her work and keep personal disputes outside of the workplace.

### 2.1.7 Employment of relatives

- a) Everyone at AFARD should be hired, recognized or promoted because of their skills, character and work ethic. AFARD does not tolerate phenomena of tribalism, nepotism, favoritism or conflicts of interest. There will be some restrictions on hiring employees' relatives. Any suspicion of influence peddling or practice of tribalism, nepotism, favoritism or any other conflict of interest shall be investigated and if confirmed both parties involved shall face disciplinary actions.
- b) At AFARD, a "relative" is someone who is related by blood or marriage to an employee. This includes: parents, grandparents, in-laws, spouses or domestic partners, children, grandchildren, siblings, uncles, aunts, nieces, nephews, step-children and adopted children.
- c) An employee, may refer his/her relatives to work with or in AFARD under the following four conditions.
  - i. The staff must not be involved in a supervisory/reporting relationship with a relative.
  - ii. A staff cannot be transferred, promoted or hired inside a reporting relationship with a relative.
  - iii. A staff cannot be part of a hiring committee, when his/her relative is interviewed for that position.

- iv. If a staff becomes related to a manager or direct report after both are already employed by AFARD, one of the two may have to be transferred.

### **2.1.8 Workplace visitors**

- a) If a staff invites a personal visitor or personal visitors to AFARD offices, he or she is required to first obtain clearance for entry from the Security Office .
  - i. The inviting officer should also inform front-office of his/her expected visitor .
  - ii. Visitors should sign in and show identification.
  - iii. They will receive passes and will be asked to return them to front-office once their visit is complete.
- b) Any staff who has office visitors, also has the following responsibilities.
  - i. Always attend to his/her visitors at all times (especially when they are underage).
  - ii. Keep his /her visitors away from areas with dangerous machines, chemicals, confidential records or sensitive equipment.
  - iii. Prevent his/her visitors from participation in organization activities while on AFARD premises.
- c) Anyone who delivers orders, mail or packages should remain at reception or gate.
  - i. If any staff is expecting a delivery, front office will notify the staff so that he/she may collect it.

### **2.1.9 Solicitation and distribution**

- a) **Solicitation:**
  - i. Is any form of requesting money, support or participation in organizations or causes which are not related to AFARD business (e.g. asking petition signatures).
- b) **Distribution:**
  - i. Means disseminating literature or material for commercial or political purposes. Solicitation and distribution by employees at AFARD workplace are prohibited.
  - ii. However, an employee may solicit from colleagues only when he / she want to:
    - Ask to help organize events for another employee
    - (e.g. Funeral arrangements).
    - Seek support for a cause, charity or fundraising event sponsored, funded, organized or authorized by AFARD

### **2.1.10 Other employment**

- a) AFARD employees shall not take on other permanent paid employment outside the organization while they remain in employment with AFARD.

### **2.1.11 Use of AFARD Property and Assets**

- a) All AFARD property is primarily for meeting the goals and objectives of the organization. Private use of AFARD assets/property is allowed under the discretion of the Executive Director and when there is no competing need for use by the organization at the time

### **2.1.12 Implementation of the Code of Conduct**

The Code of conduct forms part of the Employment Contract at AFARD, which is signed by all staff members. All staff members must abide by the Code of Conduct in letter and spirit.

## **2.2 CONFLICT OF INTEREST POLICY**

- a) AFARD Conflict of Interest Policy is designed to ensure the highest level of ethical conduct of persons employed by or involved in the governance of AFARD and to avoid perceptions and consequences detrimental to AFARD that could arise from the real or perceived misuse of an individual's position or influence.
- b) Any member of management team who has an actual or perceived conflict of interest with AFARD shall notify the Executive Director of such conflict in writing, and staff members shall notify the Finance Director or HR Officer
- c) A conflict of interest is defined as an interest that might affect, or appear to affect, the judgment or conduct of an individual associated with AFARD. A conflict of interest may exist when the real or potential interests of any director, or staff member, or close relative, or any individual, group or organization to which he or she has allegiance, competes with the interests of AFARD, or may impair such person's loyalty to AFARD.
- d) For example, a conflict of interest may exist if such person:
  - i. Has business or financial interest in any third party dealing with AFARD
  - ii. Holds office, serves on a Board or is employed by any third party dealing with AFARD.
  - iii. Derives financial gain from transaction(s) involving AFARD.
  - iv. Receives non-monetary gifts from any third party above a reasonable value, unless they are made available to the whole team, or placed in a common area.
  - v. Engages in any outside activity that will materially affect obligations to AFARD, competes with AFARD's activities, jeopardizes AFARD's reputation or on-going work in region, involves AFARD equipment, supplies or facilities, or implies AFARD support of the activity
  - vi. Should a change in circumstances arise in the course of employment that might trigger a conflict of interest, staff undertake to spontaneously inform their Line Manager or Executive Director.

## **2.3 FRAUD/CORRUPTION PREVENTION AND INVESTIGATION POLICY**

### **2.3.0 Introduction**

This part of the Policy is meant to:

- a) Define fraudulent and corrupt activities and
- b) increase awareness about fraudulence and corruption.
- c) Encourage prevention of fraudulence and corruption.
- d) Define standards of personal conduct for the organization.
- e) Define the responsibilities at different levels.
- f) Promote and understand methods of detection;

- g) Identify a clear pathway for the investigation and reporting of fraud and corruption.

### **2.3.1 Definitions**

- a) **Fraud:** The term fraud is used to describe a whole range of activities such as deception, bribery, forgery, extortion, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. It involves the act of deceit against the organization in order to obtain a personal or collective advantage, avoid an obligation or cause a loss.
- b) **Corruption:** Involves the act of dishonestly obtaining an advantage from a third party by abusing an entrusted power for private gain.
- c) Neither fraud nor corruption are restricted to monetary or material benefit, but could also include intangible benefits such as status or information.
- d) **Fraud covers a wide range of activity including (but not exclusive to):**  
  
Theft of assets, misappropriation of funds, misuse of the organization's assets (e.g. using AFARD automobile privately without permission), deception (e.g. misrepresentation of qualifications to obtain employment), theft from a partner, customer or supplier, theft or misuse of proprietary data, theft of Intellectual property, providing favors to government officials to pursue personal or AFARD goal, providing contracts to third parties for the provider's personal benefit.

### **2.3.2 General Provisions**

- a) AFARD is committed to an effective approach to the management of the risk of fraud and corruption in all its operations. AFARD has a zero-tolerance principle to fraud and corruption. As an organization that condemns and fights corruption, this being one of the key drivers of poverty, environmental degradation and bad governance, AFARD requires its own staff at all times to act and comply with its zero-tolerance principle by fully conforming to all procedures and policies adopted to prevent corruption and fraud in its offices.
- b) All staff and volunteers should therefore be irreproachable in their personal conduct. Fraud and corruption are an ever-present threat to AFARD's assets and reputation and so must be a concern of all members of staff and volunteers. Where there is any evidence or possibility of fraudulent or corrupt activities, AFARD will deal with it in a firm and controlled manner
- c) AFARD seeks, at all times, to deal with its employees, volunteers, partners, supporters and suppliers with honesty and integrity. The organization expects these individuals to treat each other in the same way. Behavior that falls short of the required standards is not acceptable. Where such behavior is suspected it will be investigated and, where proven, legal and/or disciplinary action will be taken.
- d) All staff of AFARD at the headquarter and its field offices have the duty and responsibility of ensuring that appropriate measures are in place to prevent, deter, detect and communicate potential fraud and corruption.
- e) In all cases, if any employee has any concerns as to whether actions may be fraudulent or corrupt, they should first review the issue against the policies set out in this Manual and if the situation remains unclear seek advice from the Executive Director.

### **2.3.3 Prevention:**

AFARD seeks to regulate the actions of staff and to ensure that appropriate procedures are in place to prevent fraud and corruption.

The framework for regulating these actions is provided by the procedure manual issued by AFARD for general use or manuals issued for specific offices / departments.

The areas regulated are:

- a) Travel and expense policies,
- b) Management and control of vehicle usage,
- c) Management and control of the use of consultants,
- d) Ensuring adequate segregation of duties where required,
- e) Employment contracts,
- f) Standard for recruitment and IT policies.

Although the AFARD Executive Director bears overall responsibility for establishing, maintaining and ensuring the enforcement of a sound system of internal control, administratively these responsibilities fall directly to line managers and involves all of AFARD's employees, including staff in field offices

### **2.3.4 Personal Conduct**

AFARD employees must have, and be seen to have, high standards of personal integrity. They should not accept or offer gifts, hospitality or benefits of any kind to or from an AFARD third party that might be seen to compromise their integrity or to be benefiting the person offering the service or the recipient personally and/or at the cost of AFARD's reputation.

In particular, it is AFARD policy that under no circumstances should any payments or anything of value be made, promised or offered to any government employee in contravention of applicable laws in the country. Furthermore, no assistance, payments or anything of value (monetary or non-monetary) should be made, promised, offered to, or accepted to or from any government employee or official in order to:

- a) Influence any official government act or decision;
- b) Induce any employee or partners or official to do or omit to do any act in violation of his/her lawful duty;
- c) Obtain or retain business for, or direct business to any individual or entity.
- d) In addition, all staff should follow the Code of Conduct at all times and ensure that there is no conflict of interest in their activities. This Code is set out in Chapter One of this Manual and provides guidance in this area.

### **2.3.5 Executive Directors 's responsibilities**

The ED has specific responsibility for the promotion of an anti-fraud/corruption environment and is responsible for:

- a) Providing guidance on the measures to be taken by supervisors/manages in order to implement this policy.
- b) Managers and staff have the necessary training in order to comply with their obligations.

- c) Arranging for reported incidents of actual or suspected fraud/corruption to be promptly and appropriately investigated in conjunction with the appropriate supervisors / managers.
- d) Ensure that appropriate legal and/or disciplinary action is taken against the perpetrators of actual or attempted fraud or corruption as well as those accomplices in such acts.
- e) Reporting incidents of fraud/corruption to the Board (through the FAARM Committee).

### **2.3.6 Line Managers' responsibilities**

#### **Line Managers are responsible for:**

- a) Assessing the types of fraud and corruption risk involved in the operations for which they are responsible.
- b) Ensuring that an adequate system of internal control exists within their areas of responsibility and that these controls are effective.
- c) Ensuring that all staff reporting to them fully understand the internal control system in place and that they adhere to these control procedures at all times
- d) Line Managers should be alert to the possibility that unusual events or transactions could be symptoms of fraud or corruption. Managers should ensure that satisfactory controls are in place and be alert to any "red flags" that come to their attention.
- e) Particular examples of such "red flags" include but not limited to: Unusual or inadequately documented payments, misuse of fuel, purchases which have not passed through the normal procedure for obtaining estimates, excessive rates of remuneration paid to suppliers, regular use of the same service providers /vendors

### **2.3.7 Staff responsibilities**

Every member of AFARD staff has a duty to ensure that the organization's assets and funds are safeguarded and to report immediately if they suspect a fraud has been committed or they see any suspicious acts or events.

- a) In addition, they should alert their respective Line Managers where they believe that the opportunity for fraud or corruption exists because of weak procedures or the lack of effective oversight.
- b) Staff should assist in any investigation by making available all relevant information and by co-operating with investigators (e.g., interviews, provision of documentation, etc.)

### **2.3.8 Reporting suspected Fraud**

Where any member of staff suspects a fraudulent or corrupt act has been or is being committed s/he should immediately report it to the Executive Director.

- a) This may be done directly or via the employee's line manager.
- b) The ED will ensure that the allegation is promptly and appropriately investigated.
- c) If the employee feels unable to report the allegation through these channels, then he/she should use AFARD's Whistle Blower Policy to do this.

### **2.3.9 Investigating suspected Fraud**

It is the ED's responsibility to ensure that each allegation is appropriately and promptly investigated in accordance with the response plan.

- a) The ED should ensure the Board and the FAARM Committee are kept aware of developments as appropriate.
- b) As a minimum requirement the ED should report at the end of any investigation of fraud or corruption: Details of what has taken place, the loss to the organization (if any), how it was detected and the likely reasons this fraudulent or corrupt act was able to take place. Action taken (if any) to deal with the persons involved in the fraud or corruption.
- c) Action taken to recover lost assets and funds where applicable. Lessons learned and actions taken to prevent recurrence of such fraudulent or corrupt activities.
- d) Proven fraudulent or corrupt activity by an employee will be treated as gross misconduct and appropriate disciplinary action will always be taken. In any event, whether an outsider or an employee commits the fraud, AFARD may also initiate civil action to recover the losses.

## **2.4 WHISTLEBLOWER POLICY**

- a) The whistle blower policy provides a mechanism for the reporting of illegal activity or the misuse of AFARD's assets while protecting the employees who make such reports from retaliation

### **2.4.1 Questionable Conduct.**

- a) This is a situation in which an employee suspects another employee to have engaged in illegal acts or questionable conduct involving AFARD assets.
- b) This conduct might include outright theft (of equipment or cash), fraudulent expense reports, miss-statements of any accounts to any manager or to AFARD auditors, or even an employee's conflict of interest that results in financial harm to AFARD but also extends to acts of corruption.
- c) AFARD encourages staff to report such questionable conduct and has established a system that allows them to do so anonymously if necessary

### **2.4.2 Making a Report.**

- a) If an employee suspects illegal conduct or conduct involving misuse of AFARD assets or in violation of the law, he or she may report it, anonymously if the employee wishes, and will be protected against any form of harassment, intimidation, discrimination or retaliation for making such a report in good faith.
- b) Employees can make a report to any of the following executives at any time: Executive Director Finance Director, or HR officer.
- c) Their names and contact information are available on the AFARD Intranet site and at the end of this policy statement.
- d) Reports can be made by telephone or in writing.
- e) AFARD will promptly conduct an investigation into matters reported, keeping the informant's identity as confidential as possible, consistent with the organization's obligation to conduct a full and fair investigation.
- f) All reports received either directly or via the Whistle-blowing hotline will be passed to the AFARD Audit Committee.
- g) This Committee is independent of management and reports to the AFARD Board of Directors.



- h) AFARD Whistleblower Hot line shall always be the reigning FAARM Committee Chairperson's contact address: Tel +256.....and Email.....

### **2.4.3 Whistleblower protection**

The General Principle is of "No Retaliation"

- a) An employee who has made a report of suspicious conduct and who subsequently believes he or she has been subjected to retaliation of any kind by any AFARD employee is directed to immediately report it to the Human Resource Officer.
- b) If the Human Resource Officer is the one against whom the whistleblowing occurred or is the one accused of causing or facilitating retaliation or appears to show no interest in acting on the report of retaliation, the whistleblower is encourage to escalate the matter to the Executive Director.
- c) Reports of retaliation will be investigated promptly in a manner intended to protect confidentiality as much as practicable, consistent with a full and fair investigation.
- d) The party conducting the investigation will notify the employee of the results of the investigation.
- e) AFARD strongly disapproves of and will not tolerate any form of retaliation against employees who report concerns in good faith.
- f) Any employee who engages in retaliation will be subject to discipline including termination

## **2.5 GROSS PROFESSIONAL MISCONDUCT AND HARASSMENT POLICY**

### **2.5.0 General Provisions**

- a) Gross professional misconduct, such as theft, fraud, dishonesty, harassment, violence, deliberate falsification of reports, willful damage to property, unsatisfactory performance, insubordination among others, is illegal and will be subject to dismissal.
- b) Harassment, whether based on color, national or ethnic origin, religion, age, family or marital status, sex, sexual orientation or disability, is prohibited.
- c) Workplace harassment includes offensive, intimidating, demeaning, hurtful, malicious or threatening comments or conduct towards another person, expressed or demonstrated repeatedly
- d) In the case of gross professional misconduct or harassment, AFARD reserves the right to take legal action, dismiss a staff member and terminate the contract with immediate effect.
- e) The workplace is not simply defined as AFARD's offices and properties. It also extends to harassment that occurs at meetings, conferences, or when travelling for business.

### **2.5.1 Line Manager responsibility:**

- a) The respective line manager must discuss any behavior that could be considered as harassment with the employee, and take corrective action.
- b) When a case of gross professional misconduct/harassment is reported to HRO S/he must raise it with the Executive Director

### **2.5.2 Human Resource Officer:**

The Human Resource Officer shall:

- a) Inform all new staff about professional conduct during the orientation.
- b) shall be informed of all cases of harassment.
- c) Shall cause the investigation of any reported case of harassment and any such reported case shall be subject to disciplinary procedures.
- d) Shall be responsible for raising the case, if appropriate, with the Executive Director and shall file a written report for the staff member's file.
- e) Will take appropriate action as in 2.5.2 (b) above and assist the Executive Director in pursuance of such other actions therefrom in line with the Employment Act (2006) or as amended,

### **2.5.3 Employees Harassment:**

- a) Employee harassment is any unwelcome conduct to an employee by either fellow employee or anybody in management of the organization, including supervisors, that may be based on personal attitude resulting from personal conflicts, race, age, gender segregation, tribalism, race, disability, political or religious differences.
- b) Any harassment that becomes continuous and is pervasive and severe enough to become intimidative, hostile or abusive is particularly unacceptable in AFARD.
- c) In general, harassment must be reported, within one week of its occurrence. It is known that persons intimidated by repeated harassment may take longer to gain the courage to report.
- d) Harassment should be reported to the Line Manager, or if the staff member does not feel comfortable with this should report to Human Resource Officer and in special cases as in 2.5.2 (e).

### **2.5.4 DATA PROTECTION:**

- a) At AFARD, staff personal records are kept private, safe and up-to-date and personal information is treated with great respect.
- b) The HR is committed to respecting each staff member's right to privacy and utmost confidentiality regarding his/her personal and professional life.
- c) Staff members' personal files and the information contained therein, which are held in the Finance & Administration Department and HR Department, are property of AFARD

## **2.6 HIV/AIDS WORKPLACE POLICY**

AFARD recognizes the magnitude and severity of the development of HIV/AIDS epidemic worldwide. AFARD is committed to implementation of policies on HIV/AIDS, which will lead to non-discrimination, heightened awareness, better prevention and health support.

### **2.6.1 Non-Discrimination**

- a) Consistent with its policy to provide a work environment for its employees free from harassment and/or discrimination, AFARD will manage situations related to HIV and AIDS by the following principles:
  - i. Will not discriminate against colleagues or applicants having, perceived as having,

living with or otherwise affected by HIV or AIDS.

- ii. Will treat HIV/AIDS the same as other illnesses in terms of employee policies, benefits and leaves of absence.
- iii. Will ensure that staff adhere to its non-discrimination policy with respect to people suffering from HIV/AIDS, or else face disciplinary action.

#### **2.6.2 HIV Testing, Confidentiality and Disclosure:**

- a) AFARD encourages employees to take regular, confidential, voluntary testing and counseling.
- b) HIV and AIDS will be treated confidentially, as are all other medical conditions, in accordance with AFARD policies.
- c) Staff are encouraged to seek guidance from the medical professionals during counseling on relevant notification of the employer or partners.
- d) AFARD will not require staff, their dependents, job applicants or other third parties to undergo compulsory HIV testing as a condition of employment or receipt of benefits.

#### **2.6.3 Promoting a Safe Work Environment:**

- a) AFARD is committed to providing a work environment that protects the health and safety of its employees. This commitment recognizes that HIV/AIDS cannot be transmitted through casual contact.
- b) Employees who know the facts about HIV infection and AIDS are less likely to react negatively or inappropriately to a colleague's illness.
- c) Therefore, AFARD will minimize the risk of HIV infection in the workplace through ensuring that HIV/AIDS information is included in first-aid training and that staff have access to training and awareness on the use of infection control measures at work.
- d) As knowledge of one's HIV status, AFARD shall facilitate early seeking of care and treatment, hence improving of health of the infected person and protection of potential sexual partners, employees will be encouraged to take HIV tests as provided for in 2.6.2 (a)

#### **2.6.4 Education and Awareness:**

- a) AFARD will ensure that staff have access to print, video or computer-based communication strategies to promote medically accurate, relevant information on HIV/AIDS prevention and treatment and information on effective safety programs.

#### **2.6.5 Access to Treatment and Care:**

- a) In line with clause 2.6.4.(d), AFARD will encourage any employee who tests positive for HIV seek adequate care and treatment, which may include anti-retroviral therapy, if prescribed by the health workers, and other approved medications, through the medical insurance schemes AFARD has subscribed to.
- b) Should the prescribed medication not be within the package of care of the insurance scheme, the staff will be encouraged to seek further or additional treatment from the public facility that provides the missing service or treatment.

## 2.7 CHILD PROTECTION POLICY

The Agency for Accelerated Regional Development (AFARD) Child Protection Policy is read in tandem with the AFARD Employee Code of Conduct as part of the overall Human Resource Policy. It is with international and national legal frameworks to ensure that the children that we work/interact with are protected from all forms of child abuse (namely: physical, emotional, sexual, neglect and exploitation). It is, therefore, mandatory that all AFARD staff and volunteers read this policy and adhere to these standards at all times and promote the rights and dignity of a children, empower children and reduce vulnerability of a child as enshrined in the Universal declaration of Human Rights, 1948; United Nation Convention on the rights of a child 1989 Article 19; African Union Charter on the Rights and welfare of child 1999; Constitution of the Republic of Uganda 1995 Article 34; and other International, Regional and National laws on the rights and welfare of a child.

In this policy a child is defined according to UNCRC, as “any individual under the age of 18, irrespective of local country definitions of when a child reaches adulthood.”

### 2.7.0 SCOPE OF THE POLICY

AFARD's Child Protection policy is binding to all staff (regardless of type of employment contract), Volunteers, Consultants, Contractors and Interns and any other entity AFARD is engaged with both at work place and their private life. It is as well applied retrospectively to all AFARD staff, Consultants, Contractors, Volunteers and Interns. It applies to all environments of AFARD's work; including offices both headquarter and field offices, field activities and all AFARD programs. The adherence to the policy will be reviewed as part of staff performance management (appraisals), internal audits. It is the responsibility of all staff to adhere to the policy shall lie with the board while its implementation will be overseen by the Human Resources unit and senior management.

### 2.7.1 SOME OF THE COMMON CHILD ABUSES

- a) **Child labour:** Child labour refers to any work that deprives children of their childhood, their potential and dignity and that is harmful to physical and mental development. In extreme forms, may involve enslavement, separation from their families, exposure to serious hazards and illnesses and/or left to fend for themselves; therefore,
- b) **Child neglect:** the persistent failure of a parent or caregiver to provide the basic Physical and psychological needs of the child likely to result in impairment of a child's Health and Development. It may occur during pregnancy (e.g., Substance abuse, lack of attendance of care to ensure health development of child) or after birth and may involve failure to; provide adequate food, clothing and shelter (including exclusion from home or abandonment).
- c) **Child deprivation:** A deprived child is a child who is not given proper prenatal care, control, education, or other care and control necessary for the physical and emotional well-being of the child. The term may also refer to a destitute, homeless or abandoned child; a child without a parent or guardian.
- d) **Sexual Exploitation:** the act of using a minor child for profit, labor, sexual gratification, or some other personal or financial advantage. It often results in cruel or harmful treatment of the child, as the activities he or she may be forced to engage in can cause emotional, physical, and social problems
- e) **Sexual Abuse:** is when a younger or less powerful person is used by an older or more powerful child, youth or adult for sexual gratification. Sexual abuse can be contact or non-contact. Contact Sexual Abuse includes Touched in sexual areas (mouth, breasts, buttocks, anus, and genital area), Forced to touch another's sexual areas.

- f) **Child marriage:** A informal or formal union of a child below 18years with an adult or another child before the girl is physically and psychologically ready for the responsibilities of marriage and childbearing
- g) **Female genital Mutilation:** This involves the partial or total removal of external female genitalia or other injury to the female genital organs for non-medical reasons. The practice has no health benefits for girls and women. FGM is mostly carried out on young girls between infancy and age of 15. Thus, representing a violation of the human rights of girls and women.
- h) **Child Trafficking:** form of child exploitation or modern slavery where children are tricked to leave their home and moved to other locations and exploited as; domestic labour, forced transactional sex, forced begging, forced organ removal, forced criminality and forced marriages
- i) **Child Sacrifice:** the ritualistic killing of children in order to please or appease a deity, supernatural beings, or sacred social order, tribal, group or national loyalties in order to achieve a desired result
- j) **Child Slavery:** Child slavery is the enforced exploitation of a child for someone else's gain, meaning the child will have no way to leave the situation or person exploiting them.
- k) **Physical abuse:** when a person in a position of trust or authority purposefully injures or threatens to injure a child
- l) **Emotional abuse:** Persistent attack on a child's self-esteem by a person in a position of trust or authority. Rejecting, degrading, isolating, terrorizing, corrupting, ignoring, and exploiting are all forms of emotional abuse.
- m) **Grooming:** is when an individual deliberately tries to gain a child's trust for the purpose of carrying out sexual abuse or exploitation.

## 2.7.2 AFARD's COMMITMENTS AND POLICY POSITION ON CHILD PROTECTION.

- a) Treat all children fairly, and with respect and dignity, regardless of race, color, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- a) The employee will always seek to care for and protect the rights of children, and act in a manner that ensures that their best interests shall be the paramount consideration
- b) Uphold the integrity of AFARD, by ensuring that his/her personal and professional conduct is, and is seen to be, of the highest standard.
- a) The employee will demonstrate integrity, truthfulness, dedication and honesty in my actions. I will be patient, respectful and courteous to all persons with whom I deal in any capacity, including children.
- b) The employee further recognizes that his/her personal conduct will reflect on AFARD's reputation and may impact on community perceptions; therefore, he/she will refrain from inappropriate behavior that may be compromising or detrimental to AFARD.
- c) Safeguard and make responsible use of the information and resources to which he/she has access by reason of employment with AFARD.

**The employee shall:**

Exercise due care in all matters of official business, and not divulge any confidential information about a child and other work-related matters in accordance with the staff regulations and rules and current guidelines.

Protect, manage and utilize AFARD human, financial and material resources appropriately.

- a) Never use AFARD resources to exploit or harass children or access child pornography.
- b) Before photographing or filming a child, obtain consent from the child or parent or guardian of the child. As part of this, I must explain how the photograph or film will be used.
- c) Also comply with local traditions or restrictions for reproducing personal images. Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children shall be adequately clothed and not in poses that could be seen as sexually suggestive.
- d) Ensure images are honest representations of the context and the facts.
- e) Ensure file labels do not reveal identifying information about a child.
- d) Refrain from any involvement in criminal/unethical activities, activities that contravene human rights or compromise the image and interests of AFARD.

**The employee:**

- a) Shall neither support nor take part in any form of illegal, exploitative or abusive activities, including, for example, child labor, child pornography and trafficking of human beings and commodities.
- b) Shall not engage children under the age of 18 in any form of sexual activity including paying for sexual services and drug abuse.
- c) Shall not use Ignorance or mistaken belief of the child's age as an excuse or a defense.
- d) Understands that failure to report abuse/ exploitation of a child that he/she is aware of could lead to disciplinary action against him/her.

**2.7.3 PRACTICAL STEPS TO ACHIEVE THE COMMITMENTS ON CHILD PROTECTION****2.7.4 Child Protection at level of Human Resources management (Employment Cycle)**

- a) Training of staff on child protection (prevention, identification and management)
- b) Assign child protection focal person who deals with matters of staff training, overseeing policy implementation, reporting and any other matters related to child protection
- c) Child protection requirements clearly included in job adverts and job descriptions
- d) Assessment of knowledge of and record on child protection during recruitment
- e) Child protection as critical part of induction
- f) Every staff receives policy on child protection and signs commitment to implement the policy
- g) Display of information on child protection to continuously remind staff
- h) Review of adherence to child protection policy is part of performance reviews

- i) Offenses of child abuse among staff expressly investigated and punished accordingly.

### **2.7.5 Child Protection at the Level of Programming**

The objective is to ensure safer programming environment that impacts positively on children: the following shall be taken into consideration;

- a) All programs to be assessed for child protection
- b) All programs shall be sensitive of child protection and no program shall cause harm to children
- c) Design and execution of a program shall provide for child protection
- d) Program activities are carried out in a way that promote rights, dignity of children and empowers children on their rights
- e) Staff implementing program activities are well versed on this policy and apply it in their day-to-day work
- f) Every program has well established complaint mechanism for beneficiaries and other stakeholders raise concerns on child protection
- g) When working with children, they are informed about their rights and are made to actively participate; and raise concerns regarding to their protection
- h) Decisions on children shall be made with their participation as far as possible
- i) Children shall not be engaged in program activities that constitute child labour by project staff and contractors

### **2.7.6 Child protection and fundraising**

Child protection in working with Others (Donors, Contractors; - consultants, suppliers, vendors, Volunteers, Interns & Visitors)

- a) All our partners including visitors shall be made aware of this policy
- b) Assessment of child protection history shall form part of contracting
- c) Partners shall be expected to demonstrate child protection in their works
- d) This policy shall be part of MOU with our partners
- e) Where a partner does not have child protection policy and has gaps in the same, AFARD shall provide training on Child Protection for her partners
- f) Partner staff working with AFARD shall sign to AFARD child Protection policy
- g) Any child protection concerns among partner staff shall be investigated according to this policy
- h) Partners shall be expected to exhibit minimum child protection standards
- i) No contractor shall use a child to accomplish her assignment where the amount of work to be done by a child qualifies to be classified as child labour
- j) Contractors shall make sure their work environment does not expose children to any form of abuse
- k) Partners shall agree to share information and knowledge with AFARD to improve child protection

### **2.7.7 IDENTIFICATION, REPORTING AND INVESTIGATION OF CHILD ABUSE**

All staff and partners of AFARD are obliged to identify, report a) staff and any person involved in child abuse b) a child that is experiencing abuse whether or not the perpetrator is known; and investigate cases of child abuse. Therefore, staff are expected to be aware of obvious indicators of a child being abused; this include;

- a) Physical Signs: Bruises, burns, fractures, irritability, frequent hunger, unexplained weight loss, any sexually transmitted infections and poor hygiene. Multiple bruises, Bruises of various stages of healing, bruises located on unusual parts of the body (face, neck, ears buttocks, back, chest etc.) unexplained injuries and injuries inconsistent with child's age
- b) Behavioral Signs: showing little or no emotion when hurt, being withdrawn, anxiousness, wariness of parent or guardian, Alcohol and or drug misuse, age-inappropriate sexual behavior, stealing food, Extreme Apprehensiveness or Vigilance; Avoiding touch or flinching easily, excessive friendliness to strangers; fear of going home
- c) Disclosure – if the child tells you they have been abused.

### **2.7.8 Reporting Mechanism:**

- a) AFARD shall have Internal (within the organization) and external (outside the organization to relevant local authority) reporting systems.
- b) All staff at field level shall report suspected cases of child abuse to the project manager or his/her designate child protection focal persons.
- c) Whereas suspected case of child abuse that falls outside the mandate of AFARD for example abuse not related to AFARD staff, abuse of child by a parent or any person outside AFARD shall be reported to the local authority.
- d) It shall be the responsibility of the project Manager or his/her designate to report suspected child abuse by non-AFARD staff to the local authority
- e) Project manager shall inform the overall focal person, who shall be HR manager of the organization of any suspected cases of child abuse
- f) Cases of child abuse shall be reported using retrievable means i.e by writing as a report, short text messages, emails etc.
- g) To avoid blackmail a staff reporting any case of suspected child abuse shall have adequate evidence before making such a claim against colleague or any person

### **2.7.9 Non-reporting of Suspected Case of child abuse:**

Any staff that does not report any member of staff, contractor, consultant, volunteer, intern, any person outside the organization (member of community, community leader, a parent etc.) and or does not report about any child experiencing abuse is in contravention of this policy and is liable to disciplinary proceedings

### **2.8. Investigation of Suspected cases of child abuse:**

- h) Project manager shall constitute a team to conduct preliminary investigation of suspected case of child abuse involving staff and shall update the focal person of the proceedings
- i) Confirmed cases of child abuse shall be referred to the focal person for further management



- j) Suspected cases of child abuse involving AFARD contractors, donors and other significant partners shall be referred to focal person for appropriate investigation
- k) In investigating cases of suspected child abuse AFARD with the approval of Executive Director and at the request of focal person may seek the assistance of an expert in investigating cases of child abuse

#### **Response to confirmed cases of child abuse:**

- a) The minimal punishment of child abuse in AFARD shall be summary dismissal
- b) Where the abuse is grave e.g. Sexual abuse such as defilement; child slavery, child sacrifice, child trafficking, the dismissed staff shall be handed over to relevant authority for further reprimand

#### **2.8.1 Management of Abused child:**

Since AFARD has limited expertise in management of abused child, the follo

- a) Referral to appropriate professionals and organizations
- b) Offer of appropriate support to those involved in management of cases of child abuse and these may include; Counselling, legal and medical support
- c) Where possible AFARD shall offer material and financial support as part of the management

#### **Malicious Allegation of child abuse:**

- a) Any staff that bring against a colleague or any person malicious allegations of child abuse shall be liable to disciplinary proceeding
- b) Such malicious allegations shall be punishable by warning, or dismissal from the organization

### **2.8.2 RESPONSIBILITY IN IMPLEMENTATION OF THE POLICY**

#### **Board of Directors**

- a) Responsible for approval of the policy
- b) Ensure the policy is integral part of the organizations' processes
- c) Responsible for sanctioning review of the policy with recommendation of the senior management team

#### **Senior Management Team (Led by ED)**

- a) Recommend review and revision of the policy
- b) Responsible for overall implementation of the policy, ensuring its application in human resources practices, programming and contracting and out sourcing of services
- c) Provide the enabling environment for the implementation of the policy

#### **Focal person (HR Unit)**

- a) Training of staff, partners and visitors on the policy
- b) Each staff signs and receives a copy (either in hard or soft) of the policy
- c) Day to day implementation of the policy

- d) Publicizing the policy in work place including extracts from the policy displayed in offices, notice boards and other relevant places
- e) Ensure availability of updated tools to aid implementation of the policy e.g. risk assessment tool, checklists to assess history of child abuse in interviews, checklists to assess programs for child protection, etc.

#### **Program Managers**

- a) Provides the enabling environment at program level for policy implementation
- b) Applying the policy in programming; in planning, execution and evaluations
- c) Program staff adhere to the policy
- d) Day to day implementation at program and field level
- e) Training of program staff

#### **Staff**

- a) Adhere to the policy
- b) Recommend improvement
- c) Participate in review and improvement of the policy

#### **Contractors, consultants, volunteers, Interns, suppliers**

- a) Adhere to the policy
- b) Recommend improvement to the policy

#### **Donors and Government Authorities**

- a) Adhere to the policy
- b) Recommend for improvement on the policy based on their own Child protection policy
- c) Can participate, contribute and guide in the review process
- d) Sponsor review process

#### **Beneficiaries**

- a) Adhere to the policy
- b) Identify any gaps in the policy and propose improvements

### **2.8.3 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) USER POLICY.**

**Introduction:** This section outlines how information and communication technology is to be used at AFARD. It's the responsibility of all managers across AFARD to implement this policy and of each individual staff member to adhere to it.

This policy will be reviewed annually by HR and the ICT department jointly, and updated in accordance with the practice and AFARD business needs.

**Purpose:** AFARD has made significant investment in installing and maintaining its computer systems and networks with access to e-mail and internet for its use in order to improve efficiency, effectiveness and productivity.

AFARD will provide employees, and may provide consultants, contractors, partners and

volunteers (referred to as 'users') with full or limited electronic access, depending on their roles.

This policy section outlines the policies on the use of ICT systems which includes.

**a) Internet usage**

AFARD internet is primarily for business. Employees can occasionally use the institution's connection for personal purposes as long as they don't interfere with their job responsibilities and as long as the usage is for legally and technically acceptable purpose. AFARD's internet and other digital channels of communication may not be used for propagation of malicious articles, political confrontation, pornographic viewing and dissemination or any other purpose that risks putting the organization into disrepute.

Specifically, AFARD internet connection and any of its other digital applications may not be used to:

- a) Download or upload obscene, offensive or illegal material.
- b) Send confidential information to unauthorized recipients.
- c) Invade another person's privacy and gain access to sensitive information.
- d) Download or upload pirated material or software.
- e) Visit potentially dangerous websites that can compromise the organization's network and computers' safety.
- f) Perform unauthorized or illegal actions, like hacking, fraud or buying/selling illegal goods.

Employees are expected to temporarily halt personal activities that slow down the organizational internet connection (e.g. uploading photos) if asked to.

**b) Password Policy.** The potential threat to the security of these facility requires AFARD to ensure it has an appropriate password policy.

The objective is to protect AFARD's data and information against loss, damage and abuse from unauthorized use.

Individual members of staff are responsible for keeping their passwords secure not divulging them to other users. If an incident happens and it tracked back to your password, the assumption would be that you were responsible for associated misuse of the computer system.

Passwords must contain rear characters from English upper or lowercase A to Z, base digits 0 to 9, Non-alphanumeric characters e. g (!, \$,#,%) and be at least eight characters in length.

**c) ICT policy regarding staff who leave AFARD.**

It is in the interest of AFARD to ensure that only current staff are registered to use AFARD's ICT system and equipment, to avoid potential security loopholes which may be used to allow access to unauthorized users.

It follows from this that a procedure has been established to ensure the return of all AFARD supplied equipment's and to delete the computer accounts and email addresses of staff when they leave AFARD.

Before any non-payroll staff member leave AFARD, All files in his/her files-store, which

need to be kept for ongoing research or administrative purpose, will be transferred to a suitable account.

Before a member of staff leaves AFARD, the leavers line manager/department administrator must ensure that any equipment supplied by AFARD has either been transferred to another member of staff who is to take over the leavers responsibilities or returned.

**d) System Access for Non-Payroll Staff.**

Any member of staff, temporary staff, contractor, consultant, volunteer or other representatives of AFARD who uses AFARD's ICT system, must comply with this policy.

Access to AFARD's ICT systems will only be granted to non-payroll staff that requires access to AFARD system in order to perform their role. All requests must be submitted to local ICT focal person with the approval of the Executive Director, who will create an account that gives the non-payroll staff member the level of access appropriate for their role.

#### **2.8.4 Cell phone**

Use of cell phones at work is allowed. But it is required that users ensure that use of communication devices like phones don't distract users from work or disrupt the workplace. The following few simple rules are to be followed:

- a) Cell phones should be used in a manner that supports performance at work
- b) Personal calls should be kept brief and made in common area so as not to disturb others at work.
- c) Playing of games or excessive texting on phones are to be avoided while at work.
- d) Use of phone for any reason while driving a company vehicle/ motorcycle is prohibited.
- e) Use of one's phone to record confidential organizational information is prohibited.

#### **2.8.5 Policy on the use of e-mails.**

- a) Email communication is essential to work in AFARD. Staff should use their organisational email primarily for work. Use of the organization's email for personal purposes is allowed provided it conforms to the provision as for use of internet in 2.1.6 above.
- b) **Work-related use.**
  - i. A staff of AFARD, volunteer or somebody doing work for AFARD can use the organisational email for work-related purposes without limitations. For example, a staff can sign up for newsletters and online services that will help him/her in his or her job or professional growth.
- c) **Personal use.**
  - i. A staff or AFARD's volunteer or somebody doing work for AFARD can use AFARD email for personal reasons as long as he / she keeps it safe, and avoids spamming and disclosing confidential information.
  - ii. In general, users should use strong passwords and be vigilant in catching emails that carry malware. If any user is not sure that an email received is safe, he / she should ask the AFARD's IT specialists/ Contractor.

### **2.8.3 Using personal social media at work**

- a) A staff of AFARD, volunteer or somebody doing work for AFARD is permitted to access personal accounts at work. But the staffs are expected to act responsibly, according to AFARDs policies and ensure that they stay productive.
- b) Specifically, AFARD expects the staff, volunteer or somebody doing work for AFARD to:
  - i. Have personal discipline. Avoid getting sidetracked by social platforms.
  - ii. Ensure others know that personal accounts or statements don't represent AFARD.
  - iii. Avoid sharing intellectual property or confidential information.
  - iv. Ask his / her supervisor before sharing Organization information that is not officially announced.
  - v. Avoid any defamatory, offensive or derogatory content.

### **2.8.6 Representing AFARD through social media**

If a staff handles AFARD's social media accounts or speak on AFARD's behalf, he/she is expected to protect the organization's image and reputation. Specifically, he/she should:

- a) Be respectful, polite and patient.
- b) Avoid speaking on matters outside his/her field of expertise when possible.
- c) Follow the organization's confidentiality policies
- d) Coordinate with management when about to share any major-impact content.
- e) Correct or remove any misleading or false content as quickly as possible

All staff, consultants, contractors, partners and volunteers are expected to read, understand and agree to abide by the terms of the AFARD's ICT Policy. Any violation of the policy or part of it may result into disciplinary action including termination of employment (or contractual/other relationships or even criminal prosecutions).

## **2.9 SEXUAL HARASSMENT POLICY AT WORK PLACE.**

AFARD has zero tolerance for sexual harassment. If you have proof, or a justifiable suspicion, of sexual harassment, in strictest confidence, report to the designated focal person, HR Officer.

Definition of sexual harassment

Sexual harassment is a specific type of prohibited conduct. Sexual harassment is any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation. Sexual harassment may involve any conduct of a verbal, nonverbal or physical nature, including written and electronic communications, and may occur between persons of the same or different genders.

**For purposes of this code of conduct sexual harassment entails;**

- 1. a) Direct or indirect requests for sexual intercourse, sexual contact or any other form of sexual activity that contains; an implied or express promise of preferential treatment in employment, implied or express threat of detrimental treatment in employment, implied or express threat about the present or future employment status of the employee.
- 2. b) Use of language whether written or spoken of a sexual nature
- 3. c) Use of visual material of a sexual nature

4. d) Showing physical behavior of a sexual nature

By the employee's employer or representative of that employer, which directly or indirectly subjects the employee to behavior that is unwelcome or offensive to that employee and that either by its nature or through repetition, has a detrimental effect on that employee's employment, job performance or job satisfaction.

For purposes of this policy, an employer's representative is a person who is employed by that employer, who either has authority over the employee alleging sexual harassment or is in a position of authority over other employees in the work place of the employee alleging sexual harassment.

**2.9.1 Sexual harassment can occur in a variety of circumstances, including but not limited to the following:**

- the victim as well as the harasser may be male or female and may not be of the opposite sex;
- the harasser may be either a person having authority over the employee alleging sexual harassment or a person in a position of authority over other employees in the work place of the employee alleging sexual harassment.

**2.9.2 Complaint process**

Staff who feels that they have been sexually harassed or witnessed such harassment, must report the matter immediately to HR Officer, Supervisor or designated focal person. All cases of sexual harassment must be reported to the designated person. Any staff found guilty of sexually harassing colleagues will be subjected to disciplinary procedure.

**2.9.3 Investigating**

AFARD management will conduct a thorough and neutral investigation of all reported complaints of sexual harassment as soon as is practicable. During an investigation of allegations related to sexual harassment, AFARD management will examine the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A decision on the allegations will be made from the facts on a case-by-case basis.

**2.9.4 Examples of sexual harassment include, but are not limited to:**

- a) using language written or verbal or comments of a sexual nature which are unwelcome;
- b) unwelcome comments directed at an individual, based on the individual's gender, that are abusive in nature,
- c) sexually degrading words, verbal abuse of a sexual nature,
- d) sexual remarks, flirtations, graphic or suggestive comments about a person's body, clothing or behavior,
- e) patting, pinching or other unwanted touch of another's body,
- f) uninvited letters, e-mails and telephone calls that are sexually suggestive,
- g) unwelcome and offensive sexual advances,
- h) solicitation of sexual favours or other sexually related behaviour by promise of rewards,
- i) coercion of sexual activity by threat or punishment,

- j) the display in the workplace of sexually suggestive objects, magazines, cartoons, pictures-including nude photographs, videos or films.

#### **2.9.5 Signs of Sexual Harassment.**

- a) Physical Signs of sexual abuse or exploitation: Sleep disturbances, Bedwetting, Pain or irritation in genital/anal area, Difficulty walking or sitting, difficulty urinating, Pregnancy, Positive testing for sexually transmitted disease or HIV, Excessive or injurious masturbation
- b) Behavioral signs of sexual abuse or exploitation: Sexually promiscuous, Developmental age-inappropriate sexual play and/or drawings, Cruelty to others, Cruelty to animals, Fire setting, Anxious, Withdrawn
- c) Physical Signs of mental injury: Frequent psychosomatic complaints (nausea, stomachache, headache, etc.), Bed-wetting, Self-harm, Speech disorders
- d) Behavioral of mental injury: Expressing feelings of inadequacy, Fearful of trying new things, Overly, compliant, Poor peer relationships, Excessive dependence on adults, Habit disorders (sucking, rocking, etc.), eating disorders

#### **2.9.6 Protection of victims**

AFARD will do everything to protect the privacy of individuals involved to ensure that the complainant and the accused are treated fairly. Information about individual complaints shall be strictly confidential.

#### **2.9.7 Prohibition of retaliation**

Retaliation against persons who make sexual harassment complaints or who provide information about such behavior is strictly prohibited. Retaliation could take the form of physical violence, threats and insults or blackmail or threats of blackmail against an individual who has made a claim of sexual harassment or witness. Retaliation amounts to gross misconduct and will be dealt with as per the disciplinary procedure.

#### **2.9.8 Implementation of the policy**

The policy forms part of the Employment Contract at AFARD, which is signed by all staff members. All staff members must abide by the Code of Conduct in letter and spirit.

# TERMS AND CONDITIONS OF SERVICE

## CHAPTER

## 03

### 3.1 INTRODUCTION

3.1.1 These terms and conditions shall be known as AFARD's staff Terms and Conditions of Service.

3.1.2 Each member of staff shall be issued a copy of the Terms and Conditions of service.

3.1.3 Management shall also maintain an up-to-date copy of the staff Terms and Conditions of service that shall be available for staff at a specified time.

3.1.4 Ignorance of any of the terms and conditions shall in no way constitute an excuse for or defense against the violation of that regulation by a member of staff.

3.1.5 These terms and conditions may be amended from time to time by the Board.

#### 3.1.2 Objectives of Terms and Conditions of Service

The objectives of these Terms and Conditions of Service are to: -

3.2.1 Enable AFARD to attract and retain high quality human resources;

3.2.2 Help AFARD to create a favorable working environment for its staff and promote good working relations

3.2.3 Act as a basis for the management and development of members of staff

#### 3.1.3 General Conditions Of Service

3.3.1 No discrimination shall be made by AFARD in its appointments on grounds of gender, religion, ethnicity, race or region of origin; and equal opportunity will be accorded to disabled persons for posts in which their disability does not impair their performance.

3.3.2 On appointment AFARD staff must be prepared to serve in any area/ location of programme work to which they may be appointed or to which they may later be transferred and shall be expected to undertake any duties within the terms of reference of AFARD, reasonably required of them.

3.3.3 Members of staff at AFARD at all times must behave with due decorum and integrity. Breaches of behavior, discipline and the laws of Uganda shall be dealt with as provided for in these conditions of service.

#### 3.1.4 Duties

3.4.1 AFARD staff shall, on appointment or promotion, be allocated duties and responsibilities for their jobs.



### **3.1.5 Attendance to duty**

- 3.5.1 Members of staff will normally be required to remain on duty at all times except during leave, public holidays, or when permission for absence has been granted by line management or their delegate as the case may be, in consultation with the relevant heads of departments.
- 3.5.2 Where permission for absence is granted, the supervisor shall make appropriate arrangements to handle the employee's schedule of duties during the absence.
- 3.5.3 The Executive Director or his/her delegate, as the case may be, shall have power to require an individual member of staff to remain on duty during gazetted public holidays or portions thereof as they deem fit or as duties require.
- 3.5.4 In circumstances where prior permission may not be possible, notification to the supervisor or head of department or unit must be done within six hours of absence.
- 3.5.5 Failure to comply with the above regulations shall attract disciplinary action

### **3.1.6 Working Hours**

- 3.6.1 The working days for employees of AFARD shall be Monday to Friday of every week.
- 3.6.2 The official working hours of AFARD shall be 8:00 a.m. to 5:00p.m.
- 3.6.3 This constitutes 40 hours a week.
- 3.6.4 Lunch break shall be minimum of 1hour duration (1:00 p.m. – 2: 00p.m).
- 3.6.5 All employees are expected to keep to the time specified above without exception.

### **3.1.7 Absence from work**

- 3.7.1 Any absence from work should be reported to the respective supervisor the same day or as soon as it is practically possible unless permission was sought previously.
- 3.7.2 Exception provided in 3.7.1 notwithstanding, a staff who has been granted permission to be off duty shall still, before commencement of that off-duty, notify the respective supervisor.

### **3.1.8 Public holidays**

- 3.8.1 AFARD shall observe all statutory public holidays as the Government may declare from time to time.
- 3.8.2 Employees shall be entitled to all public holidays as promulgated by law or as appearing from time to time in the Uganda gazette.
- 3.8.3 Saturday and Sunday shall be regarded as a public holiday abstention from all unnecessary labor and business except where circumstance dictates.
- 3.8.4 AFARD employees whose jobs require them to offer services on Saturdays and Sundays may be granted days off during the week

### **3.1.9 Altering working hours.**

- 3.9.1 Wherever the situation demands, management may alter the working hours; provided that in exercising this right; Employees shall not be disadvantaged to work extra hours without their consent, reasonable notice is given to such employees, compensation either in form of extra leave days to the days worked is provided to such workers, terms and conditions of appointments are revised to include the agreed alterations.

### **3.1.10 Overtime.**

3.10.1 The basic guideline on the subject is that there is no compensation (financial) available for AFARD employees for working overtime.

3.10.2 When asking staff for overtime work, it is important that supervisors respect work-life balance and any external priority that staff may have.

3.10.3 Supervisors must have an agreement with the staff for overtime work.

3.10.4 AFARD employees when officially requested to workover time, may be granted by line management (Time Off In Lieu) TOIL equivalent to overtime as compensation.

### **3.1.11 Date of Appointment**

3.11.1 The date of appointment on first appointment shall be the date of assumption of duty.

3.11.2 The date of appointment on reappointment or re-designation or promotion shall be stated in the letter of appointment.

### **3.1.12 Probation**

- There shall be a minimum probationary period of six months for all persons appointed to the AFARD service except for the following: Volunteers/ Interns

### **3.1.13 Confirmation**

3.13.1 A member of staff appointed on probationary terms shall be confirmed upon satisfactory completion of the probationary period.

3.13.2 Where a member of staff's probationary period elapses and it is established that his/her performance has not been satisfactory, such member of staff's probationary appointment may be terminated, or the probationary period may be extended, but the total extension shall not exceed six months.

3.14.3 The appointment of such a member of staff shall be terminated if performance does not improve after the extension. Probationary appointment may also be terminated before its expiry for indiscipline or misconduct, or if the member of staff's performance is so poor that there is no room for improvement.

### **3.1.14 Performance Management**

3.14.1 Performance management shall be a continuous process involving an agreement between the employee and the supervisor on performance targets for every employee, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.

3.14.2 It shall aim at improving the productivity and development of all AFARD employees.

3.14.3 Performance reports shall be the basis for determining performance gaps and training needs, promotion, and other forms of rewards, review of job design and disciplinary action.

**3.1.15 The performance management cycle shall be as summarized in Table 1 below:**

Table 1: The Performance Management Cycle.

Month of Year	Performance Management Activity
Jan	Reviewing and Setting targets
Feb-May	Implementation (Phase I)
June	Mid-term review and adjustment of targets
Jul-Oct	Implementation (Phase II)
Nov	Appraisal
12	Feedback

**3.1.16 Performance Appraisal**

3.16.1 Performance Appraisal shall be one of the key tools used in performance management.

3.16.2 Performance appraisal shall be transparent and participatory - involving the employee and supervisor.

3.16.3 Each employee shall be entitled to feedback on the appraisal from the immediate supervisor.

3.16.4 All appraisal reports from immediate supervisors shall be submitted through the heads of department to the Executive Director.

3.16.5 On the basis of the Appraisal reports, the Appointing Authority will take appropriate action including but not limited to promotion, training, transfer, recognition, special awards, and/or disciplinary action.

**3.1.17 Appraisal Instruments**

3.17.1 Appraisal shall be conducted using specifically designed instruments/ tools for supervisors and other staff.

**3.1.18 Appraisal Interval**

3.18.1 All members of staff shall be appraised at least once in a financial year except those on probation who shall be appraised after every 6 months.

3.18.2 However, the supervisor may appraise an employee as and when necessary.

**3.1.19 Participation**

3.19.1 Employees, supervisors, line managers and management shall be duty bound to participate in the appraisal process at their respective levels.

3.19.2 An employee who fails to perform their role in the stipulated time shall face disciplinary action.

3.19.3 An employee with a grievance about the appraisal process shall present the grievance in writing to the Director of Programmes / Director of Finance and Administration.

3.19.4 Where an employee has a grievance about the appraisal process that involves the Director of Programmes /Director of Finance and Administration such an employee

shall present his/her grievance in writing to the Executive Director.

3.19.5 The Executive Director after consultation with the complainant's head of department/ Unit shall handle the grievance and conclude it or present it to an ad-hoc Grievance Committee appointed by the Executive and chaired by Director of Finance and Administration.

### **3.1.20 Reward and Recognition**

3.20.1 An appropriate reward and recognition shall be accorded to any member of staff who exhibits good ethical conduct and exemplary performance;

3.20.2 The rewards may include, but not limited to, official word of recognition of good performance, open praise, challenging work assignments normally done by seniors, letter of commendation, presents, certificate of merit, salary increments or promotion.

3.20.3 As a means of motivating employees, management shall also encourage supervisors to exercise innovativeness in terms of developing and implementing appropriate schemes of staff recognition and rewards;

3.20.4 The Director Finance and Administration, in consultation with Human Resource Officer, shall coordinate the formulation of frameworks for determining excellence deserving rewards or recognition across the different departments and occupation categories.

### **3.1.21 Salary**

3.21.1 AFARD shall pay a salary to all employees as determined by its Board of Directors.

3.21.2 All salaries of full-time staff shall be paid on a monthly basis.

3.21.3 Salaries of employees shall be subject to statutory and other approved deductions.

3.21.4 For each appointment, the salary scale and entry point shall be specified in the letter of appointment and contract.

3.21.5 An employee may, with good reasons, apply for a salary advance.

3.21.6 Salary Advance payment shall be subject to the approval of the Executive Director.

## **3.2 Summary Of Benefits**

### **3.2.1 Medical Insurance**

a) Subject to availability of funds, AFARD may provide medical insurance to a member of staff, his/her spouse and biological or legally adopted children in accordance with approved staff medical Insurance policy.

b) An employee may be required to contribute an agreed percentage to the health insurance premium under the medical insurance scheme.

### **3.2.2 Transport Refund**

a) A member of staff may be provided with transport refund to facilitate performance of his / her duties as management may determine.

### **3.2.3 Subsistence Allowance/ Per Diem**

a) A member of staff shall be entitled to subsistence allowance to cover the cost of feeding and accommodation while traveling on official duty at rates to be set by the Board from time to time and stipulated in the AFARD financial manual.

### **3.2.4 Safari-Day Allowance**

- a) A member of staff on out of station day duty shall be entitled to Safari-day allowance to cover cost of feeding at rates to be determined by the Board from time to time and stipulated in the AFARD financial Manual.

### **3.2.5 Training Allowances**

- a) A member of staff proceeding on training or a programme of study may receive salary and /or allowances as provided for in the Training Policy.

### **3.2.6 Other Allowances**

- a) The Board shall, on the advice of management, provide for other types of allowances from time to time to improve on the terms of service of members of staff.

### **3.2.7 Loans**

- a) Members may be recommended to commercial banks and microfinance institutions for salary loans.

## **3.3 LEAVE**

- a) A member of staff may be granted one or more of the following types of leave

### **3.3.1 Annual Leave**

- a) A member of staff whether on probation or confirmed in service shall be entitled to 21 working days Annual Leave.
- b) Working days shall be defined as Monday to Friday, Friday inclusive, excluding any officially gazetted public holiday in Uganda.
- c) Annual leave for a member of staff shall commence on the day following the day S/he ceases duty, and end the day preceding the day S/he resumes duty.
- d) It is mandatory for all members of staff to apply for leave when it is due.
- e) A maximum of 10 annual leave days not taken during a calendar year may be with prior written permission by ED carried forward to the succeeding year.
- f) A member of staff whose leave is due but his/her services are required during the leave period shall reschedule the leave to a later date in the same calendar year.
- g) The Executive Director shall have the right to recall any member of staff from annual leave or deter or cancel permission to proceed on annual leave in the interest of AFARD.
- h) Where leave is cancelled or deferred, the affected individual shall be allowed to carry the leave to the succeeding year max 10 days, or may be granted leave immediately after accomplishing the task for which the leave was cancelled or deferred.
- i) The Executive Director will explain to the individual in writing the reasons for cancelling or deferring the leave

### **3.3.2 Maternity Leave**

- a) An expectant female member of staff shall be eligible for a maternity leave between the 36th and 38th weeks of pregnancy or after delivery.
- b) If deemed necessary and on recommendation of a Medical Officer, leave may be granted before the stipulated time.

- c) Maternity Leave shall be granted at the rate of 60 working days on full pay per delivery.
- d) Where staff requires, for maternity purposes, an additional period of absence from duty over and above the 60 days, such additional period shall be counted against her Annual leave.
- e) The leave extension on the basis of Annual leave shall not exceed the individual annual leave entitlement.
- f) A female employee, on the advice of a medical officer, may be granted maternity leave after a miscarriage. The leave so granted shall not exceed 28 working days.

### **3.3.3 Paternity Leave**

- a) Paternity Leave shall be granted to a male employee at the rate of 4 working days immediately after the delivery or miscarriage of his wife.

### **3.3.4 Study Leave**

- a) A member of staff may apply for study leave to the Executive Director through the Head of Department.
- b) Employees applying for study leave must have completed the probationary period
- c) Such study leave shall be for short tailored training programme, which are directly relevant to the employees work in the organization and which do not exceed a period of nine months.
- d) Employees who are on their own initiative arranges their own studies on full time basis locally or abroad, may be advised to resign their post or granted leave without pay but bonded for three years under the following terms.
  - (a) That the period of absence shall not exceed nine months.
  - (b) That the employee on study leave shall on return furnish evidence of having undergone and accomplished the said study.

### **3.3.5 Sick Leave**

- a) A member of staff who is prevented by illness from carrying out his/her duties shall be required to furnish the line manager/HR with a Medical Certificate signed by a Medical Practitioner.
- b) Sick leave on full pay will be granted for a period up to a total of six months in any one Calendar Year, subject to the right of management to call for a second medical opinion, after which the position will be reviewed by the Board.
- c) If a continued period of sickness extends beyond six months, management will continue with half pay for another six months. If the sickness continues the management in its desecration subject to a third opinion of a certified medical expert will terminate the contract.
- D) Annual leave entitlement shall not be affected by sick leave.

### **3.3.6 Special Leave**

- a) The Executive Director may in his discretion grant special leave for any deserving purpose (e.g., for compassionate reasons, attendance of learning conferences, absence for purposes of study other than normal leave) not covered by the categories of leave set out above.

### **3.3.7 National Social Security Fund (NSSF)**

- a) All members of staff shall be contributors to the NSSF, except those exempted in accordance with the NSSF Act, 1985.
- b) A member's standard monthly contribution to the NSSF shall be 15% of total wages/ gross pay and shall comprise of 5% contributed by the employee and 10% by the employer.
- c) Benefits of the scheme shall be as stipulated in the NSSF Act, 1985

### **3.3.8 Gratuity**

- a) AFARD employees shall be paid gratuity as an integral part of their monthly salary and as agreed with the individual donors supporting the respective projects in which the individual staff are employed to work.
- b) AFARD makes no separate provision for payment of gratuity at the end of the employment contract.

### **3.3.9 Compensation for Disability/Death**

- a) In the event of physical or mental incapacitation or death by accident attributable to the execution of AFARD duties, a member of staff or beneficiaries thereof shall receive compensation in accordance with the Group Personal Accident (GPA) and Workers' Compensation Act 2000 (WCA).

### **3.3.10 Cost of Burial**

- a) AFARD shall contribute to the cost of burial of a member of staff, and his /her one registered spouse and children as provided for in the AFARD's contracted staff Medical Insurance Policy.

### **3.3.11 Retirement Age**

- a) The mandatory retirement age for all full-time formal employees shall be sixty (60) years.

### 4.1 THE EMPLOYMENT ENVIRONMENT IN AFARD

#### 4.1.1 Introduction

AFARD's employees are the greatest resource and the key to fulfilling its vision and mission. AFARD is committed to attracting talented, skilled, and productive people by offering a hospitable, challenging, and supportive work environment, as well as a competitive salary and benefits package.

This chapter presents fundamental information about employment with AFARD, and the standards by which AFARD conducts its staffing activities

#### 4.1.2 Employee Classifications

AFARD has established employment categories to assist in determining eligibility for various benefits and in accordance to the Uganda Labor Laws

#### 4.1.3 Fixed Term Contract

- Employees provided with a Fixed Term contract for a period of six months or more are considered fixed term employees.
- Such employees are entitled to all benefits as per this manual. However, this type of contract does not guarantee continued employment beyond the period of the contract, and does not preclude termination of the employee due to a reduction in work force, budget cuts/restraints, poor work performance, or disciplinary action.
- Seconded, Assigned and Other Partners are considered Fixed Term Contract employees.

#### 4.1.4 Specific Task Contract

- Employees who are provided with specific short-term work on a daily, weekly or monthly basis are considered casual employees. These employees are not entitled to any benefits. Casual employees can be hired for no more than 90 continuous days. Employees hired as casual laborers are required to sign a temporary contract.

#### 4.1.5 Pre-Employment Requirements

Personal information is required to ensure personal records are accurate. A new employee at AFARD must bring or receive a complete of the following items:

- a) Personal Data Form Dully completed
- b) passport size photos of self and 1 for spouse and children
- c) Certified copies of academic certificates



- d) Copy of National Identity Card/Passport
- e) Copy of driving License
- f) Birth certificate of children
- g) Social Security Card or Number
- h) Signed Conflict of Interest, Code of Conduct, Child Protection Self-Disclosure and Agreement,
- i) Tax identification number
- j) Medical examination form

#### **4.1.6 Medical Examination.**

- a) All new hires shall undergo medical examination by a registered medical practitioner or hospital.
- b) Information gleaned from the medical examination report is confidential and access to it is limited to Human Resources Officer.
- c) Final employment contract is subject to a satisfactory medical report.

#### **4.1.7 Orientation**

- a) Newly appointed employees shall be oriented by Human Resources Officers and the Line Manager within the first one to two (1-2) weeks after appointment.
- b) The content for the generic induction programme shall include: AFARD vision, mission, values and core functions; organization structure; Codes of Conduct, Human Resources policies overview
- c) Line Managers shall induct employees on the following: departmental vision, mission and values; current developments in the department; department's functions and operational plan; role of the officer in terms of the departmental initiatives; performance contract for the newly appointed.

#### **4.1.8 Probationary Period**

- a) The first six months of an employee's term of employment, represents a Probationary Period.
- b) During this period, an employee will not be entitled to any leave.
- c) Upon completion of the probation period and successful appraisal by the supervisor, an employee will be given a confirmation letter as a fixed term employee of AFARD. However, for under performance, a three months' probation period will be extended with agreed performance improvement plan.
- d) If there is no improvement and based on performance evaluation, AFARD may decide to terminate employment by giving one-month notice or salary in lieu of notice.

#### **4.1.9 Misrepresentation**

- a) Should it become evident, subsequent to an employee's appointment, that the employment was the result of the employee's submission of false, unreliable, or flawed information, declarations, recommendations or certificates, the employee assuming an untrue personality or the employee deliberately concealing or keeping silent concerning an incident or a circumstance relevant to the employment requirements of AFARD, the

contract may be forthwith annulled without prior notice and without compensation.

#### **4.1.10 Equal Employment Opportunity**

- a) AFARD in recognition of her responsibility to her employees and to the communities in which staff operate, reaffirms her equal employment opportunity policy of complying with equal employment opportunity/non-discrimination laws.
- b) AFARD make this commitment because it is the right thing to do and not just because it is the law. In carrying out this responsibility, AFARD will, to the fullest extent required by applicable law: recruit, hire, and promote for all job classifications, and take all personnel actions (such as compensation, benefits, transfers, AFARD-sponsored training, social programs, and terminations without regard to race, color , health national origin, ethnicity, marital status, religion, gender, age, disability, socioeconomic status, HIV/AIDS status or other bases prohibited by Uganda laws

# RECRUITMENT AND SELECTION POLICY

## CHAPTER

## 05

### 5.1 THE EMPLOYMENT PROCEDURE

This chapter of the Human Resource Policy provides guidelines for recruiting best-qualified and skilled workforce in a transparent, objective, fair and just manner so as to promote efficiency and effectiveness in service delivery.

#### 5.1.1 Definition of Terms

In this policy the following words and expressions shall have the meanings as set out below;

<b>Advertising:</b>	Method of inviting applications to fill vacant positions
<b>Appointment:</b>	A job offer to a successful candidate by the appointing authority.
<b>Appointment letter:</b>	A formal letter written to a successful candidate for a job. It includes terms and conditions of employment
<b>Exit Interview:</b>	An exercise conducted with officers leaving AFARD in order to establish their reasons for leaving.
<b>Induction:</b>	The process of orientating employees about AFARD mandate, set up, its structures, systems, processes, procedures, rules and regulations on assumption of duty.
<b>Job Description:</b>	A detailed outline of the purpose, scope, duties and responsibilities of a particular job
<b>Job Design:</b>	Organizing tasks, duties and responsibilities into a productive unit of work.
<b>Job Specification:</b>	A detailed description of all necessary formal qualifications and competencies required to perform a particular job.
<b>Job Profile:</b>	It is a detailed statement of the job purpose, key performance areas, key performance outputs, necessary knowledge, skills, competencies and required personal attributes.
<b>Promotion:</b>	It is an upward mobility of an officer, based on merit after a fair and open competition, to a job within AFARD, which has greater scope of duties, responsibilities and accountability.

<b>Recruitment:</b>	A process of filling a vacancy; it includes advertising the position internally and externally using circulars and media, head hunting, screening applications against set criteria for the purpose of short listing, interviewing, appointment and placement.
<b>Reference:</b>	A clear, unbiased and comprehensive description of a candidate's abilities and behavior
<b>Selection:</b>	A process where suitable applicants are selected against set criteria for appointment
<b>Transfer:</b>	A move to a position, which has similar responsibilities and pay within AFARD
<b>Variation in Establishment:</b>	Changes in establishment, e.g. abolition, creation, resignation, re-grading.

### 5.1.2 Policy Statement:

AFARD strives to ensure that its recruitment results into having employees who are fit-for-purpose i.e. the right people, in the right place at the right time. The right persons are those with the right skills, knowledge, behaviors and experience to meet the needs of the vacant job positions. Accordingly, appointments are to be done on merit, hence without discrimination.

### 5.1.3 Audience and applicability

The Policy applies to all employees and all vacancies.

### 5.1.4 Principles and guidelines:

- a) Recruiting managers shall ensure that:
  - i. The recruitment and selection process shall be ethical, professional and will respect applicant's inalienable right to privacy and confidentiality
  - ii. Candidates are given equal access to information about the job vacancy and its requirements.
  - iii. Candidates are considered on merit.
  - iv. Interviews and selection process are applied equally and consistently to candidates.
  - v. An agreed set of questions and assessments, focusing on Technical Skills, Experience, Knowledge as well as overall Behavioral Competence will be used consistently with all candidates selected for the Interview.
  - vi. All answers provided by candidates will be scored against a standard rating system, which will then be used to establish the most suitable candidate.
  - vii. Selection methods are reliable and free from bias or discrimination.
  - viii. Job requirements shall serve as criteria for selection.
  - ix. All recruitment and selection activities and decisions shall be documented to permit future reference.

- x. Various assessment tools used for selection shall be developed on the basis of inherent job requirements.
- xi. The recruitment, selection and placement shall be a shared responsibility between Human Resources Officers and hiring Manager

#### **5.1.5 Needs analysis for establishment requirements**

- a) The needs analysis for variation in establishment is the responsibility of the Human Resources officers, but shall be conducted in close consultation with relevant Line Managers and supervisor.
- b) The compilation of job profiles shall be done according to the standardized process and templates for job design.
- c) New and updated job profiles shall be authorized by the Executive Director.
- d) The creation of new positions shall be authorized by the Board.
- e) All relevant information about the position shall be compiled and attached to the application to fill the vacancy (declaration).
- f) All vacancy declaration shall be authorized by the ED.

#### **5.1.6 Advertising**

- a) All positions shall be advertised internally and externally using circular notices, media and employment agencies whenever applicable.
- b) Human Resources officers shall compile the advertisement in consultation with relevant Line Management.
- c) The job description and the job profile shall be used as the main source document in the compilation of job advertisements.
- d) The advertisement shall be formulated in such a manner that it does not allow direct and indirect discrimination.

#### **5.1.7 Adverts should indicate:**

- a) AFARD's organizational setting and its mission;
- b) Job title, job responsibilities and reporting lines;
- c) Location of the job.
- d) Outputs and tasks as contained in Job Profile
- e) Job specification; competencies (knowledge, skills, and attitude) required;
- f) Remuneration package, terms of appointment
- g) Contact person; applications shall be tendered in a relevant application form;
- h) Where application forms can be obtained;
- i) disclaimer notifying applicants that if they do not receive any correspondence within 30 days after the closing date, their application has been unsuccessful
- j) The closing date for all job advertisements shall be one (1) month from the date of publication.

- k) A database of all advertisements and applications shall be kept safely for twelve (12) months.

#### **5.1.8 Screening**

- a) Screening of applications is the responsibility of Human Resources officers and relevant Line Managers.
- b) The inherent job requirements as contained in the advertisement shall be the criteria for including or excluding candidates on the screened list.
- c) All screening decisions must be recorded and filed with the other documentation of the recruitment process
- d) Screening shall be done by two or more people, one from the Human Resources department and the other a relevant Line manager.
- e) In the case of scarce skills or where suitable candidates have not been identified through screening of responders to an application, head hunting and referrals may be used to source candidates.

#### **5.1.9 Competency Assessment for Selection**

- a) Candidates shall undergo competency assessment to determine suitability for appointment to a position.
- b) Human Resources office, Line managers and Assessors shall form part of the assessment panel.
- c) Where necessary, a relevant technical expert and an independent observer will be invited to be part of the assessment panel.
- d) Human Resources Officer shall conduct a briefing session for potential candidates on the assessment process prior to the assessment.
- e) Assessment tools shall be verified and validated by the Assessors.
- f) In cases where a candidate is in disagreement with the assessment results, the grievance procedure should be followed.
- g) The Human Resource office shall file all records of the recruitment process, including assessment proceedings' records.

#### **5.1.10 Pre-Employment Reference Checks**

- a) Reference checks shall be conducted for all candidates.
- b) A list of reference questions, prepared by Human Resources Officers shall be used in reference checking.
- c) The questions shall be based on the requirements of the job.
- d) A telephonic interview shall be conducted with the candidate's referees and/or previous employer.
- e) If concerns are identified during the reference check, Human Resources Officer shall consider other options, such as additional reference checks.
- f) When a decision is made not to offer a candidate a job based on the outcome of the reference check, the basis of the decision shall be documented.
- g) All information obtained in the reference check shall be documented.

### **5.1.11 Appointment**

- a) Appointments into AFARD service shall be on either of the following terms: permanent; fixed contract; temporary; casual.
- b) Once the successful candidate accepts the offer, Human Resources shall issue a letter of appointment.
- c) Human Resources Office in consultation with the relevant Line Manager shall ensure that all logistical arrangements regarding the date of assumption of duty, time, location, office, furniture, stationery, etc. are in place.
- d) All new employees shall sign the Declaration of Oath of Office and Secrecy before assumption of duty.

### **5.1.12 Staff Mobility**

#### **a) Promotion**

- i. Promotion within AFARD service shall be after a fair and open competition.
- ii. It shall be based on merit, which is ability, qualifications, knowledge, skills, and aptitude.
- iii. An employee who is appointed on probation and has not completed his/her probationary period shall not be eligible for promotion.

#### **b) Transfer**

An employee at AFARD is liable for transfer to any office within or outside the headquarter offices of AFARD.

#### **c) General Provisions**

- i. An employee shall be notified at least three (3) months prior to the transfer, however, where operational requirements dictate otherwise, the officer shall be liable for immediate transfer.
- ii. A transfer shall be effected under either of the following circumstances: rotation for capacity building (job enrichment, job enlargement); exposure for a better understanding of an organizational set up; to fill a vacancy.
- iii. Employees proceeding on transfer shall be accorded all entitlements as outlined in the Conditions of Employment.

#### **d) Redeployment**

Redeployment shall only be effected for operational requirements under either of the following conditions:

- i. For purposes of job enrichment; where a division, department etc. is abolished;
- ii. When an employee is unable to perform due to ill health;
- iii. Where an employee is misplaced;
- iv. When a position no longer contributes to the achievement of the objectives of the department or AFARD.
- v. Employees must be redeployed to similarly positions where they can perform according to their abilities and competencies.

- vi. Employees must be prepared and sensitized in advance about their new placement.
- vii. Concurrences by the relevant line managers shall be sought before redeployment is affected.
- viii. Redeployment shall be authorized by the Executive Director or the Board.

**e) Exit Interviews**

- i. Exit interviews shall be conducted by Human Resources Office for all positions at the termination of employment.
- ii. The data collected from the exit interviews shall be analyzed, documented and used to inform policy and to improve the Conditions of Service.

**5.1.13 Employment Records**

**General provisions**

All AFARD records both manual and electronic shall be managed within the provisions of this policy.

**5.1.14 Personal data Form**

- a) All employees shall be required to complete a Personal Data Form capturing basic details about them (see Appendix 4)
- b) The record shall be continuously updated and it is incumbent upon the employee to provide the updated information for example marital status, family members, academic qualifications, etc.
- c) All employees shall provide current photographs to be attached to their bio data forms

**5.1.15 Personal Files**

- a) All records about an employee shall be kept on their personal file.
- b) Kept and maintained in the HR department
- c) An employee shall not access their personal file without prior authorization

**5.1.16 Records Management**

- a) All records are confidential and shall only be accessed upon express request to the Head of department or Executive Director

**5.1.17 Update of Records**

- a) All requests for updating records shall be communicated to the Human Resources as soon as need arises.
- b) No requests for change of date of birth shall be considered.
- c) Falsification of records when discovered at whatever stage shall lead to disciplinary action including dismissal, to the discretion of the appointing authority.



### 6.1 SALARIES AND WAGES

#### 6.1.1 Salary Computation

- a) Salaries for each position shall be based on the responsibilities, required qualifications of the position, relative to salaries of existing positions in other organizations and overall resource base.
- b) Generally, AFARD salary scale shall be used as and when approved by the Board

#### 6.1.2 Salary Payments

- a) Salary shall be paid monthly on or about the 28th day of each month subject to availability of funds from the approved sources for the job holder.
- b) Salaries shall be paid in Uganda shillings through individual/employee Bank Accounts.
- c) Timesheets, it's a requirement by AFARD and its donors that staff prepare and submit accurate monthly timesheet, completed timesheets must be approved by employee's supervisor and submitted to the human resources department not later than 25th day of every month and this will form basis for salary payment.

#### 6.1.3 Salary Adjustments:

- a) All salaries may be periodically reviewed in comparison with other organizations of a similar nature and size in order to make sure that AFARD salaries remain fair and competitive but without losing sight of financial and sustainability factors.
- b) Adjustments may consider changes in cost of living as well as available funding.
- c) Salary adjustments shall be determined by the Executive Director in consultation with the senior management team and approved by the Board.

#### 6.1.4 ALLOWANCES

##### **Transport refund.**

- a) Members of management at AFARD will be provided with transport allowance to undertake official duties as is determined by the Board from time to time at rates stipulated in the financial manual.
- b) Where there is a pool vehicle policy, employees shall have access to this vehicle for official duties after obtaining permission from the ED.
- c) Such permission shall only be given if the ED is satisfied that the journey cannot be accomplished more economically and with equal efficiency by other means of transport.

## **6.1.5 Personal Allowances**

### **(a) Local travel:**

- i. A staff member shall claim a per diem when he /she has been sent out of the station over night or more on official duty. "Per diem" means "for each day" where the "day" is complete day and night. Therefore, caters for all meals, accommodation and out-of-pocket expenses.
- ii. Where training is part of an approved AFARD program, transport and costs of training plus an appropriate out of pocket expenses shall be paid, if another sponsor does not meet the same.
- iii. Where the staff member shall not stay overnight, but the assignment goes beyond lunch time, he or she shall be paid a safari day allowance (SDA) or "Day travel allowance" .
- iv. Per diem rates shall be determined, reviewed and set by the Board from time to time.
- v. Where travel is funded other than by AFARD, the rates applicable to the funding body /organization shall apply
- vi. Where rates are lower than those paid by the funding organization, AFARD may provide the difference.

### **(b). Travel abroad:**

- i. Where a partner other than AFARD sponsors an employee in kind to cover travel and maintenance expenses, a reasonable out of pocket allowance shall be provided by the Board to cater for incidental expenses related to the travel. The Board shall set and from time to time review the amount of out-of-pocket payable for such circumstances.
- ii. Where the foreign training is fully sponsored by AFARD a per diem shall be paid at a rate approved by the board and spelt in the Financial manual.

### **(c). Acting allowance**

- i. An acting appointment is a non-substantive appointment in which an officer is appointed to undertake the duties of a vacant post,
- ii. The holder of an office in "Acting" capacity may or may not still maintain the current substantive post depending on the terms of appointment.
- iii. The person holding an office in acting position takes accountability responsibility for that office.
- iv. An acting allowance is therefore paid to an officer when he/she is appointed to act in an office/position higher than his/her substantive position while still maintaining the substantive position.
- v. The higher post may be either temporarily or permanently vacant.
- vi. This appointment will be for a period not more than six months. Beyond this period, the employee in acting position will earn 50% of the difference between his or her salary for the position. This appointment will lapse after three months.
- vii. The authority to assign acting appointment is vested in the Executive Director and shall be made formally in writing.

### 7.1 Introduction

#### 7.1.1 Definition

Human resource (HR) development is a process of improving the personal knowledge, skills, attitude, all leading to better ability of the staff to perform. Also often called “staff development”, it should lead to improvement in organizational performance and growth. HR development may be done through either or both formal and informal processes. Formal staff development is through training and education while informal development is through mentorship or coaching. In other words, staff training is part of staff development.

Staff development in AFARD shall be understood as a learning intervention that shall provide an opportunity for an employee to develop skills, knowledge, attitudes and confidence required to undertake a job/position of higher responsibility.

#### Objectives

The objectives of this chapter are to:

- a) Establish a framework that will promote systematic and effective coordination, management and implementation of staff development activities.
- b) Put in place organizational strategies that will support and ensure that all staff develop their potential and improve their skills, knowledge and attitudes for effective and quality service and best performance.
- c) Ensure fairness in provision of training and staff development opportunities to all staff.

### 7.2. Training

- a) AFARD shall encourage and support its staff to enhance their skills, knowledge and attitudes so as to enable them continuously improve their performance in both their present and future positions.

### 7.3 AFARD's Institutional Framework for managing Staff Development

The overall coordinator of the staff training and development function at AFARD shall be the Human Resources Officer.

#### 7.3.1 The specific training responsibilities of the Director of Programmes shall be as follows:

- a) Reviewing, formulating and overseeing the implementation of the operational training policy throughout AFARD.
- b) Translating the Training and Staff Development decisions approved by the relevant authorities into reality through provision of required guidelines.

- c) Providing technical guidance at organizational level.
- d) Planning, organizing, monitoring and evaluating training programme pertinent to the organizational needs of AFARD.
- e) Developing annual training plans and budgets according to the needs of AFARD and present them for approval to the board –develop AFARD’s Capacity Building Plan and Budget.
- f) Identifying and liaising with possible Development Partners and Training Service providers to ensure that the identified training needs are catered for

### **7.3.2 Implementation**

- Implementation of Staff Development activities shall be the responsibility of the immediate supervisor who has ultimate responsibility for the work performance of the subordinate.
- The immediate supervisor in liaison with the job holder and head of department shall identify training needs of all the staff supervised and submit them to the Programme Director for incorporation in the Medium Term and Annual Training Plans.

## **7.4 CATEGORIES OF TRAINING**

### **7.4.1 Induction /orientation:**

- a) All new staff shall undergo a planned program of induction and orientation to familiarize them with AFARD operations, culture and their job/work.
- b) The new staff shall be acquainted with mission, vision, strategic objectives, core values, policies, structure, working relationships, practices and procedures of AFARD.
- c) The aim of induction program shall be to provide new staff with information to enable them appreciate how their job is related to other jobs in AFARD and what their jobs entail.

### **7.4.2 Performance improvement training:**

- All serving staff shall be provided with opportunities to undergo capacity building program for performance improvement biannually, based on systematic identification of needs. Such a program shall address improving specific performance gaps of serving staff in relation to their jobs

### **7.4.3 Professional development training:**

- All serving staff shall undertake mandatory career training and development at various stages of their career as and when the need arises.
- This category of training shall be full or part time and short or long term in nature

### **7.4.4 Pre-retirement training:**

- AFARD shall provide for planned pre-retirement training to prepare staff for life after retirement from service in the organization.

### **7.4.5 On the job training:**

- On the job training effectively takes place on the job and is the foundation upon which other types of training must depend.
- The supervisor shall be responsible for conducting on the job training and performance

counseling on an on-going basis.

- Any performance gaps shall be noted in the employee's file.
- The supervisor shall ensure that he/she addresses such gaps through relevant training and development and continuous encouragement for improved performance.

## **7.5 METHODS OF HUMAN RESOURCE DEVELOPMENT**

### **7.5.1 Informal HR Development**

Informal HR development shall be through mentorship/ coaching, private studies, delegation, personal practice seminars, workshops, study tours, team building task force activities and counter parting

### **7.5.2 Formal Training**

This may take the form of short and long courses,

## **7.6 TRAINING NEEDS**

### **7.6.1 Training needs identification**

Training needs shall be identified at both the organizational and individual level through the following methods of assessment

- a) Staff appraisal reports
- b) Management planning sessions
- c) Discussions with job holder.
- d) Discussion with supervisor
- e) Review of relevant documentation.
- f) Discussion with top and senior staff
- g) Discussions with persons and bodies responsible for the management and implementation of the training function
- h) Discussions with clients.
- i) Organization Self-Assessment (OSA)
- j) Human Resource Audit

## **7.7 MONITORING AND EVALUATION OF TRAINING**

Supervisors shall monitor the performance of their departments and individual subordinates throughout the year to identify any performance gaps.

Supervisors shall carry out:

- a) Pre-evaluations
- b) Evaluation during training
- c) Evaluation after training (about 3-6 months) to analyze its impact. This may be carried out through of the following singly or in combination:
  - i) Questionnaires
  - ii) Interviews with job holder

- iii) Discussion with supervisor
- iv) Discussion with community/stakeholders.
- v) Direct observation.

## **7.8 END OF TRAINING REPORT:**

**7.8.1** All employees who undertake training shall submit end of training reports upon their return to duty, highlighting the course content, benefits achieved, proposed implementation plan of added exposure and course evaluation

All AFARD employees shall be accorded a safe and secure working environment.

### **8.1. OBLIGATIONS OF AFARD**

**8.1.1** AFARD shall endeavor to make all reasonable efforts to accord safe and secure working environment to all staff.

**8.1.2** Accordingly, AFARD shall provide:

- a) Information for the control of spread of diseases and ensure that staff comply with necessary Public Health requirements
- b) Systems of work, plant and machinery that are safe and secure.
- c) Ways to reduce hazards and risks to health
- d) Training on employee safety
- e) Competent supervision and generally ensure that safe working practices are in place and enforced
- f) Environment where staff are encouraged to respect and support one another.
- g) Adequate working space.

### **8.2. OBLIGATIONS OF THE EMPLOYEE**

**8.2.1** The employee, while at work, shall:

- a) Take maximum precaution regarding their health and safety at work
- b) Cooperate with Management in complying with health and safety legal requirements
- c) Carry out lawful orders and obey all health and safety rules
- d) Report unsafe situations to the Supervisor or Head of Department
- e) Report all incidents that result in, or may have resulted in injury to the Supervisor or Head of Department

### **8.3 COMPENSATION**

AFARD shall abide by the provisions of the Workers Compensation Act, currently in force whose salient features for purposes of this manual are:

- a) If the personal injury by accident arises out of and in the course of a worker's employment, the injured worker's employer shall be liable to pay compensation in accordance with this Act.

- b) The employer shall not be liable in respect of an injury which does not either Result in permanent incapacity; or
- c) Incapacitate the worker for at least three consecutive days from earning full wages at the work at which he or she was employed.
- d) An act shall be deemed to be done out of and in course of employment when a worker acts to protect any person on the employer's premises whom the worker believes to be injured or imperiled, or when a worker acts to protect property on the employer's premises.
- e) Any personal injury by accident arising while the employee is travelling directly to or from his or her place of work for the purpose of employment shall be deemed to be an accident arising out of and in the course of his or her employment.
- f) For the purposes of this section, it shall be for the employee who suffers injury by accident arising while travelling to or from his or her place of work to show that such travel was direct.

### **8.3.1 Reporting Workplace Injuries/Accidents**

- a) AFARD employees are covered under the mandatory Worker's' Compensation Act.
- b) Should an employee sustain work related injury or become involved in a work-related accident, he/she must immediately notify the line manager and the HR Office.

## **8.4 EMPLOYEE WELFARE FACILITIES**

AFARD shall provide the following welfare facilities to its staff.

### **8.4.1 Salary advance:**

- a) This may be given to an employee in cases where an employee has an extraordinary need and requests for part of his /her current month's salary to be availed to him/her.
- b) An employee shall be allowed only one request for salary advance in a month.
- c) Maximum salary advance shall be limited to three months net pay and recoverable in six months on monthly installments / deductions commencing at the end of the month in which the advance is made.
- d) No salary advances shall be processed after the 20th date of the month.
- e) An employee seeking salary advance shall submit a written request through his/her Head of Department who will compute and certify, then forward to the Finance Director who will submit the request to the Executive Director for final approval before payment.
- f) The repayment of the previous salary advance must be cleared first before a request for a new advance is granted.

### **8.4.2 Staff Health**

- a) General principle:

AFARD is committed to employing healthy people and keeping them and their immediate families healthy.



- b) First Aid
  - i. There shall be a First Aid Box at the premises and in vehicles which all employees shall have access to.
- c) Health Insurance cover
  - i. All employees shall be offered comprehensive Health Insurance cover in accordance to a summary of Benefits in this manual.
- d) Worker's Compensation (WC)
  - i. All employees shall be covered under the Worker's Compensation Act.
  - ii. Employees who are seriously injured or die while on duty shall be duly compensated in accordance with the Worker's Compensation Act.
  - iii. Minor accidents shall be treated through the existing medical scheme.
  - iv. Workman compensation scheme shall only be enforced for proven cases that are incidental to the employee's duties.

### 9.1.1 DEFINITION AND APPLICATION.

These procedures are intended to facilitate and encourage all employees to achieve and maintain high standards of conduct even as they post optimum job performance.

The vision, mission and values of AFARD shall underpin the disciplinary procedures for employees of AFARD. All employees shall comply with the terms and conditions of service as provided for in AFARD.

### 9.1.2 Principles underlying disciplinary procedures

- a) Consistent and fair treatment for all-Principal of Natural Justice and Rule of Law.
- b) Full investigation of any case before disciplinary action can be taken.
- c) The right of the employee to be informed of the complaint against him or her.
- d) The right of an employee to be heard before any decision is made.
- e) The right to appeal against any disciplinary penalty imposed.
- f) Dismissals for a first breach of discipline to be applied to gross misconduct only.

### 9.1.3 TYPE OF OFFENCES

#### 9.1.3.1 Minor offences:

Examples of minor offences include;

- a) Leaving office without authorization;
- b) Minor personal misunderstanding with other staff;
- c) Minor damage to property.

#### 9.1.3.2 Major offences

Examples of major offences include but are not limited to;

- a) Abandonment of duty for at least 14 consecutive working days without due cause; Insubordination, insolence;
- b) Use of abusive language to supervisor or other workers;
- c) Persistent failure to satisfactorily perform work;
- d) Repeated refusal to comply with rightful orders as given by supervisor;
- e) Breach of AFARD's policies and procedures.

- f) Threat to another employee either by word or deed;
- g) Public renunciation of the beliefs, doctrine and practices of AFARD
- h) Unauthorized outside employment during office hours;
- i) Unauthorized sharing of information, data and records with outsiders;
- j) Minor offence repeatedly committed;
- k) Moral turpitude (e.g. adultery, fornication, rape, drunkenness)

#### **9.1.3.3 Gross offences;**

Gross offences for AFARD employees shall include but not limited to:

- a) Conviction of a criminal offence (other than for a traffic offence), which has a bearing on an employee's suitability for continued service;
- b) Willfully causing loss of or damage to AFARD property and funds;
- c) Exposing the lives of fellow workers to serious risk say by willful breach of duty;
- d) Use of violence such as fighting /assault on another person while in office or on duty;
- e) Incapacitation and inability to perform due to influence of alcohol and or other illegal drugs;
- f) Theft, fraud, deliberate falsification of records;
- g) Immoral behavior such as sexual harassment, promiscuity and other sexual offences.
- h) Child sex abuse

### 10.1.1 Minor offences

Shall be dealt with informally by the supervisor (unless they become persistent)

### 10.1.2 Major Offences

For major offences, the disciplinary procedures as outlined below shall apply;

#### a) Interdiction

- i. For an act of gross misconduct, an employee shall immediately be interdicted from work for not more than one month on full pay/half pay, while investigations for the alleged offence are being conducted.
- ii. If the investigation reveals that gross misconduct has occurred, the employee shall be summarily dismissed.

#### b) Oral warning:

- i. An employee whose conduct or performance does not meet acceptable standards shall be given a formal oral /verbal warning by the immediate supervisor;
- ii. A written note of the verbal warning shall be prepared and shall be used in giving the oral warning by reading it to the employee;
- iii. The note shall be explicit about the reason for the warning and employee shall be informed that this is the first stage of the disciplinary procedure;
- iv. The employee shall be required to append his /her signature on the written statement; (e) The written note shall be expired after one month, subject to satisfactory conduct and performance.

#### c) Written warning:

- i. An employee who commits an act of indiscipline that is regarded as major shall be served with a written letter of warning. This includes repeated minor cases of indiscipline, where a verbal warning was served but there has been no change in the conduct or performance of duty;
- ii. This written warning shall give details of the case, the improvement required and the time scale and shall be warned of the next action to be considered if there is no satisfactory improvement and shall also be advised of the right of appeal;
- iii. The supervisor shall keep a copy of this written warning but it shall be disregarded

for disciplinary purposes after two months' subject to satisfactory conduct and performance.

- iv. If an employee who has been served with 3 written warning in the last 12 consecutive months commits the same or another major offence, he/she shall be liable to termination or dismissal from employment.

### **10.1.3 Summary Dismissal:**

Any employee, who commits offences considered to be a gross misconduct, shall be summarily dismissed;

### **10.1.4 Right to appeal**

Any employee who is summarily dismissed shall have a right of appeal to the Executive Director/Board.

## **10.2 EMPLOYEE COMPLAINTS AND GRIEVANCES**

### **10.2.1 Definition:**

A grievance is a written request by an employee for the review of a problem or conflict that cannot be satisfactorily resolved through discussions with the immediate supervisor. Grievances generally are triggered by an employee complaining about employment conditions, relationships with other people or other causes of dissatisfaction. When these complaints are appropriately addressed, they will improve employee morale, maximize effectiveness and assure a high level of job performance.

### **10.2.2 Principles**

The procedures below are developed with the following principles;

- a) Equity, fairness and the right to be heard for all employees of AFARD.
- b) Solutions arrived at ought to be satisfactory to both parties in the spirit of reconciliation and or restitution.
- c) Disputes and /or conflicts are promptly and effectively handled.
- d) Incidents of formal disciplinary action, termination and litigation are reduced.

### **10.2.3 Application**

This policy applies to all employees of AFARD.

### **10.2.4 Grievances Procedure**

An employee who has sufficient reasons to believe that he has not been fairly treated in any respect shall appeal in writing following the procedure below;

- a) The employee desiring to raise a grievance shall in the first instance have made an honest attempt to discuss it with his/ her immediate supervisor.
- b) Subject to the nature of the grievance, the supervisor may be able to deal with the matter directly.
- c) Where this is not possible, the supervisor him/herself may choose to forward the details of the grievance to the next level or to the person designated to handle human resource issues.
- d) Employees are advised to retain a copy of their grievance;

- e) The employee may also on failing to reach an agreement with the supervisor over the grievance forward his/her complaint to the next level or to the person designated to handle human resource issues;
- f) The person designated to handle the complaint shall always start by discussing with the supervisor the grievance so as to get his/her views alone;
- g) He / She shall then investigate the grievance and reply in writing to the employee (s) as soon as possible.
- h) Where necessary, a meeting shall be called involving the employee(s) and the supervisor. If the circumstances warrant it, witnesses to the fact may attend such a meeting to offer clarity;
- i) The outcome of the investigations and the meeting (s) between parties shall be confirmed in writing;
- j) Where the employee(s) remain aggrieved following receipt of a formal written response from the investigator, the matter shall be referred to the head of department/unit;
- k) The last authority in resolving employee grievances shall be the Executive Director and the Board as is applicable.

### 11.1.1 General Provisions

Services of an employee shall be terminated under any of the following circumstances

- a) Death of an employee
- b) Incapacity to continue in employment.
- c) Abscondment
- d) Resignation
- e) Retirement
- f) Expiry of Contract
- g) Redundancy
- h) Persistent Absenteeism from work
- i) Professional and or ethical misconduct
- j) Gross negligence of duty
- k) Gross misconduct
- l) Upon conviction and sentence of a criminal case e.g., fraud, murder, rape, corruption, safety, forgery, defilement, malicious damage to property, assault and/or battery, etc.

### 11.1.2 Voluntary Termination

#### a) RESIGNATION

##### General provisions

- An employee may resign from office by giving a duly written and signed resignation notice.
- All notices of resignations, shall be addressed to the Executive Director the (appointing authority), through their supervisors for consideration and appropriate action.
- An employee shall not resign while under investigation or suspension.
- The period of notice shall not be less than three (3) months for Executive Director and substantive heads of Department.

- For all other categories of employees, the required notice of resignation shall be one (1) month or payment in lieu of notice

**11.1.3** For an acceptable resignation, the employee will be required to work the full 22 days or else She / He will receive pro-rated salary

- a) Where an employee has not served the bonding period;
- b) Where an employee has not fully handed over all AFARD equipment/ property;  
**or**
- c) Where an employee is under investigation

#### **11.1.4 Acceptance/Rejection Of Resignation**

- a) Shall be communicated to the employee before the expiry of the resignation notice.
- b) The grounds for refusal as well as the consequences shall be clearly stated in the letter to the employee.
- c) Any employee who feels aggrieved by the outcome of may appeal to the appointing authority
- d) An employee whose resignation has been accepted by the appointing authority shall be entitled to terminal benefits as provided for under this manual less what may be due to AFARD and other parties.
- e) An employee whose resignation has been rejected by the appointing authority for good cause but goes ahead to leave service shall be deemed to have absconded from duty.

### **11.2 TERMINATION BY THE EMPLOYER**

#### **11.2.1 Dismissal**

The following shall be instances of offences punishable by dismissal from AFARD employment

- a) Abscondment Absence from duty without permission for a continuous period of 7 working days
- b) Persistent absenteeism an employee who is persistently absent from duty with no justifiable reason may be dismissed from AFARD service.
- c) Removal for good cause an employee shall be dismissed by the appointing authority on account of a grave offence or gross neglect of duty.
- d) Professional and or ethical misconduct an employee shall be dismissed by the appointing authority on account of professional and or ethical misconduct.
- e) Conviction in a court of law: An employee shall be dismissed by the appointing authority upon conviction and sentence in a criminal case e.g. fraud, murder, rape, corruption, forgery, defilement, malicious damage to property, assault, etc.
- f) Any other offence considered grave by the appointing authority

#### **11.2.2 Retirement**

- a) Employees who attain the age of 60 shall be automatically retired.



### 11.2.3 EXPIRY OF CONTRACT.

- a) On expiry of contract of the employee, AFARD may terminate the employment contract or re-engage the employee based on the initial provisions in the expired contract
- b) For all contracts, notice for non-renewal shall be at least two (2) months before expiry of the contract.

### 11.2.4 Redundancy

- a) Termination by reason of redundancy shall be based on the following;
- b) When AFARD has ceased/intends to cease to carry on the activity for the purposes of which the employee was appointed or employed by AFARD or has ceased or intends to cease to carry on that activity in the place in which the employee concerned worked
- c) Where the requirements of that activity for the employee to carry out work of a particular kind have ceased/diminished or are expected to cease/diminish.
- d) The procedures for termination on account of redundancy shall be as agreed upon as stipulated in the Employment Act 2006.

### 11.2.5 Termination Due To Natural Causes

- a) Death of an employee
- b) Incapacitation
- i) Incapacity due to illness If an employee is prevented by illness from carrying out their duties, AFARD may appoint a certified medical expert to examine him/her.
- ii) After considering the Medical report, AFARD shall decide whether or not to terminate appointment, on medical grounds.
- iii) Incapacity due to other factors If an employee is prevented by any other factor from carrying out his/her duties, AFARD may decide to terminate the services of such employee, if it deems it fit.

### 11.2.6 Procedures To Terminate

- a) The procedures for termination shall be as laid out in the specific employment letter/contract and in conformity with the Employment Act, 6 of 2006 and any other relevant law.
- b) The procedure for dismissal shall be as laid down in this Manual.

### 11.2.7 Exit Interview

- Whenever possible, AFARD shall conduct exit interviews, to get feedback for purposes of policy review and any other changes considered necessary to promote better employee management practices.

### 11.2.8 Death Of Employee

#### General Provisions

- a) Where an employee dies; at the place of work, the employer shall notify the employee's next of kin or legal representatives and shall obtain a copy of the death certificate.

- b) Other than at the place of work, the employee's next of kin or legal representative shall notify AFARD and present a copy of the death certificate and/or any other evidence of death to Human Resource Department for record and subsequent action.

#### **11.2.9 Terminal Benefits**

- a) National Social Security Fund (NSSF) All AFARD employees contribute to the National Social Security Fund (NSSF) where their retirement benefits are secured

#### **11.2.10 In House Terminal Benefits Scheme**

- a) This is an in house (AFARD employee benefits scheme to which the employee makes monthly contribution. It is meant for AFARD employees and paid on prorata basis.

#### **11.2.11 Returning Afard Property**

- a) All AFARD property shall be returned to the respective line manager when requested or at least by the last day worked.
- b) This property includes: computers, computer software, data and any other electronic equipment, files, office supplies, confidential and proprietary material, letters, documents, and any other items issued or produced during employment at AFARD.
- c) All staff of AFARD shall handover all work prepared by them individually or collectively within the scope of their job—including, without limitation, reports, data etc. as belongs to AFARD and constitutes “work-for-hire” and is the property of AFARD.

#### **11.2.12 Hand Over Form And Exit Interview**

- a) All employees departing from AFARD must complete Handover Form and complete exit interview before receiving their final entitlements.
- b) Departing employees are required to finalize their check out formalities within one week of end of contract.

#### **11.2.13 Final Pay**

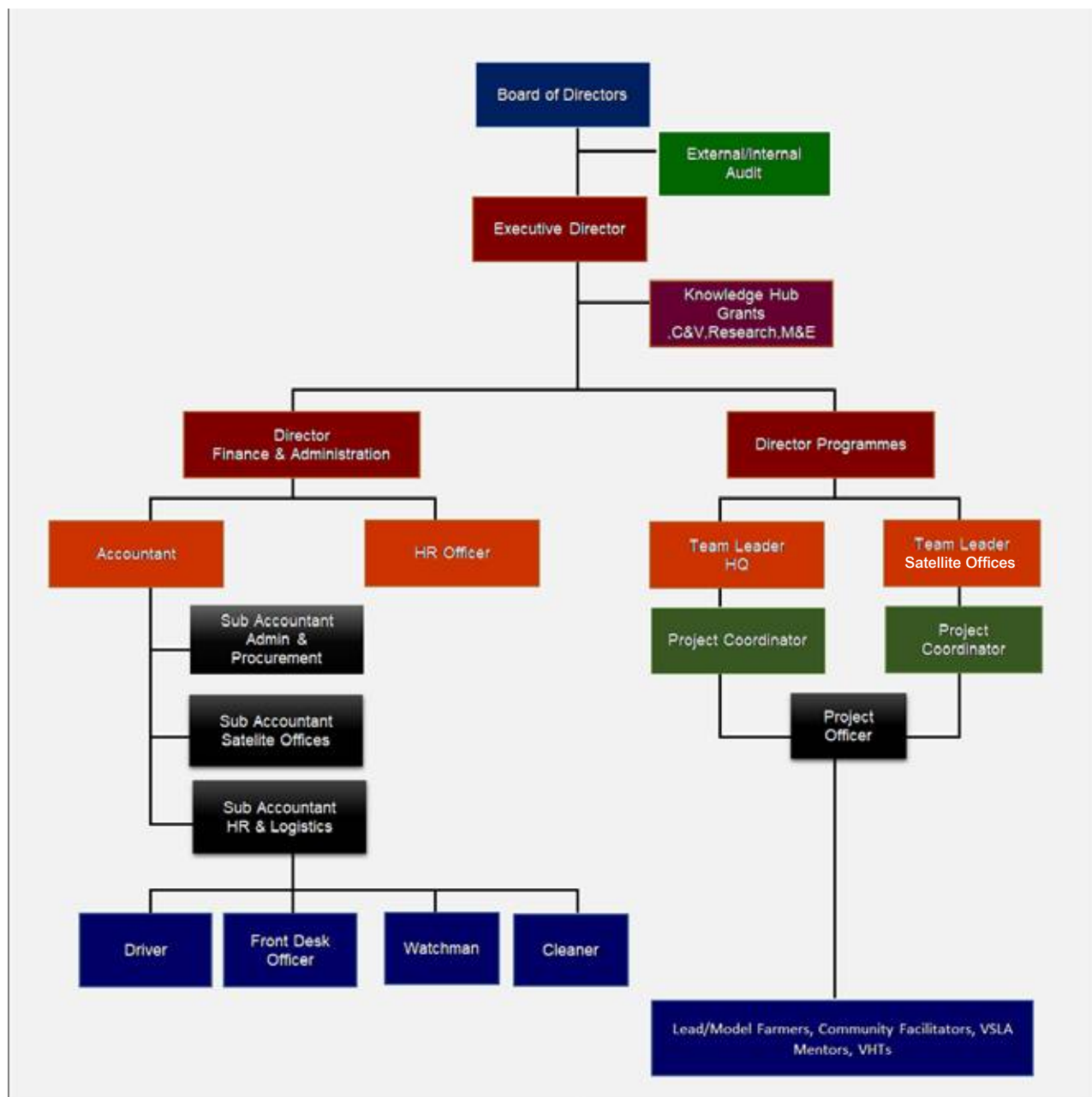
- a) A staff exiting employment in AFARD shall be paid any earned wages and applicable allowances through the last day worked less any outstanding amount owed to AFARD, in accordance with applicable law.

#### **11.2.14 Certificate Of Service**

On retirement, an employee shall be given a reference in relation to his/her job clearly indicating his job title, job content, academic and professional qualifications, competence at work, conduct, last pay and benefits plus other information that may be relevant in his/her case.

# Appendix 1

## AFARD Organogram



# Appendix 2

## Staff Requisition Form

<b>Date :</b>			
To: ED			
cc: DP, DFA			
From:		Project/Department	
<b>A. Requirements</b>			
Job Title:		Date Needed	
New Post			
Replacement			
Short-term		If short-term, for what period?	
Regular		If regular, for what period?	
Reasons for additional post:			
If replacement, please complete the following:			
Name of Employee Replaced:			
Date of Leaving			
Reason for leaving			
<b>B. Job Description</b>			
Please attach an updated job description.			
Any other requirements - please comment			
<b>Signed</b>	Line Manager	Date	
<b>Signed</b>	DP	Date	
<b>For New Posts:</b>			
<b>Signed:</b>			
Director Programme		Date	
Director Finance and Administration		Date	
ED		Date	

# Appendix 3

---



P.O. BOX 80, Nebbi (UGANDA) Plot 3-5 Butiime Road Nebbi Municipality.  
Office Phone: 0772/ 437175; Mobile Ph. 0782-400856  
E-mail: afard@afard.net Web site: www.afard.net

---

## REFERENCE CHECK FORM

Applicants Name:

Position Applied For:

Referee's Name:

Referee's Job Title

Referee's Organization:

Referees Telephone Contact & Email:

The above-named person has given your name as a referee. We would like to supplement our knowledge of his suitability and background with an appraisal from those who have worked closely with him/her in the past. It is our understanding that you are acquainted with the candidate. Therefore, we would be very grateful if you could give us your honest opinion of him/her. The information provided will be strictly confidential for use by the Human Resources Section ONLY and will NOT be divulged to the concerned candidate

When (years) did you know the applicants?	
In what capacity did you know the applicant?	
What was the applicant's position and responsibilities?	
Why did the applicant leave the position?	

**About the applicant...Where applicable**

Describe the attributes of the applicant and where possible with examples, in the following areas:	Strengths	Weaknesses
Strategic thinking		
Financial and logistical management		
Relationship building with donors, partners, supervisors, colleagues and beneficiaries		
Planning and work organization		
Effective monitoring, reporting and meeting deadlines		
Written and oral communication		
Compliance with internal policies/ code of conduct		
Personal development and integrity		
What are the applicant's major areas of technical, leadership and management development?		
Has the applicant ever been engaged in violations of internal policies/code of conduct e.g., child abuse, fraud, conflict of interests, etc		
Is there anything I haven't asked that you would like to share with me?		
Would you rehire this person? If so, why?		

Signed: Date: **Reference checked by (HRO)**Signed: Date: 

Thank you for supporting our recruitment process.

**Please return the form to:**

Human Resource Officer  
Attn: Director Finance and Administration  
AFARD  
Plot 3-52 Butime Rd. Nebbi Municipality  
P.O. Box 80, Nebbi - Uganda  
Or Email: [afard@afard.net](mailto:afard@afard.net)  
[www.afard.net](http://www.afard.net)

# Appendix 4

## Personal Data Form

<b>PERSONAL DETAILS</b>		
Name		
Date of Birth		
Marital Status		
Address:		Phone Contact
Village		
L.C		
Sub-County		
Place of Birth:	County	
District		
Who to Contact in Case of emergency:		
Name		Relationship
Phone Contact		
Village		
L.C		
<p>Declaration of Beneficiary</p> <p>I Mr./Ms....., nominate Mr./Ms..... to be my beneficiary in the event of anything happening to me (e.g. death in service). He/she is my ..... (relation). With this declaration, I authorize AFARD to pay all that is due to me to the above named person.</p> <p>Signature .....</p>		
<b>PERSONAL RECORD</b>		
<b>Education:</b>		
Schools Attended	Year	Qualification
<b>Employment History</b>		
Employer	Year	Designation

Immediate Relatives		
Relationship	Names	Contact
1. Husband/Wife		
Parents		
1. Father		
2. Mother		
3. Guardian		
D. Names of natural children	Date of birth	Sex
History of Employment with AFARD		
Date of employment	Job Title	Location
Sickness record per year		
Year	No. of Days	Remarks
Discipline Record		
1. Verbal Warning	Date	Remarks
2. Written Warning		
3. Final Warning		
4. Suspension		
5. Dismissal		
6. Termination		



# Appendix 5

## Letter of Appointment

Date:

Mr./Ms.....

P O Box .....

Dear Mr./Ms.....

### LETTER OF APPOINTMENT

Following your application and successful interview for the position of ....., I am happy, on behalf of AFARD, to appoint you to the position of .....with effect from ..... subject to receiving satisfactory references.

You will be required to report to the AFARD offices on ..... ready to commence work.

I would like to make clear the terms and conditions of this post. Your Grade is .....and the salary is UGX ..... (Ugandan Shilling .....only) gross per month and is subject to statutory deductions and availability of funds.

AFARD does not offer any other benefits.

Your position will be probationary for six months, after which, if your job evaluations are satisfactory, you will be confirmed in the position.

You are required to sign a contract and return one copy to AFARD. Working days from Monday to Fridays from 8.00am to 5.00pm; however, staff members are expected to be flexible as they may be required to work on holidays, late or on weekends.

I would be grateful if you could give me your acceptance in writing as soon as you can (sign below). I wish you success in your work with AFARD.

Yours sincerely

Executive Director

Cc: Director Finance & Administration, HR and Personal Files

### ACCEPTANCE

I.....have accepted the offer made by AFARD with the terms and conditions mentioned above.

Name and Signature .....

Employee

Date: .....

# Appendix 6

## Standard Contract of Employment

This Contract is made on this ..... day of ..... (Month and Year)

BETWEEN

**AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT (AFARD)** :..... (Hereinafter Called “Employer”)

AND

Name and Address of Employee:..... (Herein called “Employee”).

### 1. Appointment

The Employee shall, subject to AFARD’S Human Resource Policy Manual, serve as ..... (position) reporting to the ..... for a period of .....(months/years) with effect from ..... The Employee shall use the best endeavors to promote the interests of the Employer.

**2. Place of work:**.....

### 3. Job description

**3.1 Job Title**.....

**3.2 Core Duties:** .....

### 4. Payment

#### 4.1 Salary/Wage

The Employee will receive remuneration for services amounting to a gross salary of Ug Shs..... (amount in words) per month. In accordance with the Laws of Uganda, the Employer shall deduct government taxes and NSSF contributions from the Employee’s due salary.

#### 4.2 Overtime pay

Where hours in excess of eight hours per day per week are worked, you shall take leave days equivalent to the overtime worked.

### 5. Business Expenses

Expense incurred by the Employee in connection with the business activities of AFARD shall be reimbursed against vouchers. The reimbursement of business costs will be according to AFARD’s business travel policy, with which the Employee is obliged to familiarize herself or himself.

### 6. Hours of Work

The Employee will be required to work 40 hours per week excluding lunch and tea breaks. The normal hours of duty may be changed by Management to suit the requirement of the work programmes. The Employee may be required to work overtime from time to time.

### 7. Leave

The Employee shall be entitled to an annual leave of 21 working days after the probation period. This leave has to be taken within the respective calendar year. However, the right to this leave

may be postponed for serious reasons, with prior written permission being given by the Executive Director(ED). Leave will be taken at a time mutually convenient to both AFARD and the Employee.

## **8. National Social Security Fund (NSSF)**

Membership to NSSF is compulsory. The Employer will contribute to the Fund at the current stipulated rate of 10% of the Employee's gross salary. The Employee will contribute the current stipulated amount of 5% of his gross salary.

## **9. Termination of Contract**

This Contract may be terminated by either party at the end of any calendar month by giving notice in writing to the other party as set out in the Terms and conditions of service or payment in lieu of notice.

If the employee wishes to resign for any other reason, he/she is free to proceed on condition that he/she notifies the management one month in advance.

## **10. Alteration of the Contract**

This Employment Contract comprises the totality of all contractual relations between AFARD and the Employee. It replaces all previous offers, promises and contracts in verbal or written form between the parties. No alteration in the Terms of the Contract shall be binding unless made in writing and signed by both parties.

## **11. Applicable Law and Jurisdiction**

The Terms of this Contract shall be interpreted, the relations between the parties who are signatories thereto shall be determined, in accordance with the Laws of Uganda.

## **12. Final Provisions**

- a) All issues mentioned in this Contract will be covered in accordance with Labor Laws of Uganda.
- b) The Employee shall devote their entire professional capacity to the interests of AFARD, and will refrain from any activity which might be harmful to such interest.
- c) The Employee may not disclose to third parties any confidential information, knowledge or documentation relating to transactions, organizational or business matters, developments or research findings of the Employer, both during or following termination of the Employer-Employee relationship, and may not provide third parties with the opportunity of obtaining this information.
- d) In addition, the Employee is obligated to maintain secrecy about confidential information with which they are entrusted in connection with their work by the Employer, prospective customer, or other outside parties, or which they learn about in any other way.

In witness whereof, the parties have signed this Contract in duplicate on this ..... day of.....

Name :.....

**Executive Director AFARD**

Name:.....

**Employee**

# Appendix 7

## Oath of Confidentiality and Secrecy

I, \_\_\_\_\_, do solemnly swear that I will faithfully, truly and to the best of my judgement, skill, and ability, execute and perform the duties required of me as a director/ officer, employee, volunteer, student placement, etc. as the case may be, of AFARD. Except in the course of judicial proceedings, I will not disclose, communicate or convey or allow to be disclosed, communicated, or conveyed directly or indirectly to any person, any private or confidential information whatsoever obtained by me or in or about the performance of my duties or by virtue of my position at AFARD; and I further promise and swear that I will not allow any person or persons to inspect or have access to any written statement, departmental record, return, correspondence, plan, photograph or any other information or over which I have any control and I will conscientiously endeavor to prevent any person from inspecting or having access to any such information as aforesaid. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty. I shall not remove any written document from AFARD office without the written consent of the Executive Director or his or her designate

**Dated this** \_\_\_\_\_ **day of** \_\_\_\_\_, **20**.....

Name..... Signature .....

# Appendix 8

## New Hire Orientation Checklist

EMPLOYEE INFORMATION			
Name		Start date:	
Position:		Line Manager:	
FIRST DAY			
Provide and review with employee <ul style="list-style-type: none"> <li>• Terms and conditions of Service,</li> <li>• AFARD HR Policy Manual, &amp;</li> <li>• HR get signed certification page from employee file.</li> <li>• Schedule Induction at AFARD</li> <li>• Give and review Employee's Personal file Checklist etc.</li> </ul>			
POLICIES			
<ul style="list-style-type: none"> <li>• Review key policies</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-harassment</li> <li>• Vacation and sick leave</li> <li>• Holidays</li> <li>• Time and leave reporting</li> <li>• Overtime</li> </ul>	<ul style="list-style-type: none"> <li>• Performance reviews</li> <li>• Personal conduct standards</li> <li>• Security</li> <li>• Confidentiality</li> <li>• Safety</li> <li>• E mail and Internet use</li> <li>• Dress cod</li> </ul>	
ADMINISTRATIVE PROCEDURES			
<ul style="list-style-type: none"> <li>• Review general administrative</li> </ul>	<ul style="list-style-type: none"> <li>• Office/desk/work station</li> <li>• Keys</li> <li>• Mail (incoming and outgoing)</li> <li>• Business cards</li> </ul>	<ul style="list-style-type: none"> <li>• Telephones</li> <li>• Building access cards</li> <li>• Conference rooms</li> <li>• Picture ID badge</li> </ul>	
INTRODUCTIONS AND TOURS			
Give introductions to department staff and key personnel during tour			
<ul style="list-style-type: none"> <li>• Tour of facility, including:</li> </ul>	<ul style="list-style-type: none"> <li>• Restrooms</li> <li>• Printers</li> </ul>	<ul style="list-style-type: none"> <li>• Copier</li> <li>• Office supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Add content</li> </ul>
POSITION INFORMATION			
<ul style="list-style-type: none"> <li>• Review initial job assignments and training plans.</li> <li>• Review job description and performance expectations and standards.</li> <li>• Review job schedule and hours.</li> <li>• Review payroll timing and policies and procedures</li> </ul>			
COMPUTERS			
<ul style="list-style-type: none"> <li>• Hardware and software reviews, including:</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail</li> <li>• Intranet</li> </ul>	Microsoft Office System •Databases • Internet	

# Appendix 9

## Leave Application Form

Staff Names

Identification Number

Designation

LEAVE TYPE	Entitlement		(.....) days	
	From	To	Number of days taken	Balance No. of days
1. Annual leave				
2. Sick leave				
3. Maternity leave				
4. Paternity leave				
5. Compassionate leave				
6. Compensatory time off (CTO)				
7. Other type of leave( if any)				
Accrued annual leave as of .....is .....days				
(a) Leave Applicant .....		Date leave applied .....		
(b) Authorized by ..... Line Manager		Date: .....		
(c) Approved by ..... Executive Director		Date: .....		

### Notes

\*All leave types require Executive Director approval

\*For sick leave medical certification must be attached on the application form

\*Leave application form and handover report

# Appendix 10

## Introduction

Staff Performance and Development Appraisal is a method used to establish staff performance gaps and development needs of an individual staff. It aims at informing a staff whether s/he is performing to the expectation of the organization; and agreeing on how best to improve such performance level.

This form has been designed for a (Bi) Annual AFARD Staff Performance and Development Appraisal (ASPDA). The appraisal is expected to be conducted in a participatory manner involving the supervisee/appraisee, her /his supervisor/appraiser, and finally the Programme Director/Board Chair (as the case may apply).

Please, complete all sections making notes about your performance over the appraisal period. Ensure that under all sets of appraisal headings you jointly agree with the appraiser.

## Staff details

Name of staff	Job title	Project:		
Name of Supervisor (appraiser)	Position	Terms of employment (Tick 1): Probation/Permanent/Contract/ Others (specify)		
Key Assessment Areas	Justifications for scores with examples, work completion levels,	Score 1 – 5 (1 lowest, 5-highest)		
		Staff	Supervisor	Agreed score
Job description/ Key planned Targets (Copy from the contract)				
Critical Performance Personal attributes	TOTAL			

Strengths/value adds that AFARD can tap into  1.  2.  3.	Critical capacity building needs will improve performance  1.  2.  3.	
General recommendation  A. Renew contract B. Probationary renewal (observation for ..... months and appraise again. Supervisor to attach a sheet clearly showing changes expected with time lines. The appraiser will then write a report and recommend to the HR either to renew the contract or not. C. Do not renew contract Reasons for B or C		
Signed ..... (Appraisee)	Signed ..... (Supervisor)	Date of appraisal: .....

## 10.2 Recommendation for future action

On the basis of the above assessment, please provide a recommendation with justification for future action. This must be discussed and agreed upon by the appraiser and the appraisee

Action	Recommendation	Timeframe
PROBATIONARY PERIOD (Indicate: Appraisee is still on probation; Probation should be extended; Probation should be terminated)		
Confirmation		
Promotion		
Consideration For Transfer Within Service/Re-Deploy		
Disciplinary Action		
Terminate/Renew Contract		
OTHERS (Specify)		



## The Future (New Targets and Objectives)

The Period Under Review: From ..... To .....

The employee and her/his supervisor are expected to set the new period's target in the table below basing on the job description and strategic plan. (Additional copies of this page may be made as necessary).

Key Result Area and activities	Target set	Means of verification	When	Remarks

### 10.3 Performance Improvement Plan (PIP)

The employee and her/his supervisor should agree on the new period's capacity building needs.

Capacity needed	Learning methods	Means of verification	Justification

#### APPRAISAL VALIDATION

_____ Employees' name & signature	_____ Date
_____ Supervisors' name & signature	_____ Date
_____ Director of Programmes' name & signature	_____ Date
_____ ED's name & signature	_____ Date

**10b. Managers Appraisal Form (Period:.....)**

Name of staff	Job title	Project:	
Name of Supervisor (appraiser)	Position	Terms of employment (Tick 1):  Probation/Permanent/ Contract/Others (specify)	
Key Assessment Areas	Justifications for scores with examples, work completion levels,		Supervisor & staff agreed Score 1 – 5 (1 lowest, 5- highest)
Job description/ Key planned Targets (Copy from the contract)			
	TOTAL		
	Total as % of 60		
Critical Performance Personal attributes (Manager's)			
a) Strategic thinking a. Understands, inspires and mentors team on AFARD vision, values, goals, strategy, and project designs			

b. Understands new innovations, technologies, and development approaches		
c. Accepts responsibility for failures and draws remedial actions		
d. Adherence to AFARD's values, policies and procedures e.g., HR, FA, Child protection/safeguarding, Sexual exploitation, Anti-corruption, etc		
b) Relationship building a. Ensures donor compliance through effective communication, deadlines, and mutual respect		
b. Ensures functional relations with stakeholders (groups, LGs, private sector, peer CSOs, implementing partners, etc.)		
c. Collaborates with colleagues and actively participates in other sectors/projects		
d. Provides clear, valid, and timely communication (including feedback) to the team		
c) Planning & Work organization a. Has approved periodic work plans with clear task allocation and outputs		
b. Guides team to deliver quality results within planned time and resources		
c. Periodically reviews progress with team and agree on applicable solutions		

d) Financial and logistics management		
a. Has approved periodic budget with clear input costs and spending/ procurement plan (cash flow)		
b. Timely request for funds and effectively accounts for resources used		
c. Ensures safe custody of assets, logbooks up to date, timely servicing/ repairs		
e) Effective monitoring and reporting		
a. Has a monitoring results framework		
b. Conducts regular M&E and provides quality data and feedback to improve performance		
c. Produces quality and timely reports with case studies; photos; stories of change		
f) Personal development and Integrity		
a. Has self-respect & respect for others and reflects a <u>good image of AFARD</u>		
b. Pursues career development, financial investments, and talent growth		
	TOTAL	
	Total as % of 40	
Strengths/value adds that AFARD can tap into	Critical capacity building needs will improve performance	
1.	1.	
2	2.	
3.	3.	
General recommendation		
A. Renew contract		
B. Probationary renewal (observation for ..... months and appraise again. Supervisor to attach a sheet clearly showing changes expected with time lines. The appraiser will then write a report and recommend to the HR either to renew the contract or not.		
C. Do not renew contract		
Reasons for B or C		
Signed ..... (Appraisee)	Signed ..... (Supervisor)	Date of appraisal: .....

## 10.2 Recommendation for future action

On the basis of the above assessment, please provide a recommendation with justification for future action. This must be discussed and agreed upon by the appraiser and the appraisee

Action	Recommendation	Timeframe
PROBATIONARY PERIOD (Indicate: Appraisee is still on probation; Probation should be extended; Probation should be terminated)		
Confirmation		
Promotion		
Consideration For Transfer Within Service/Re-Deploy		
Disciplinary Action		
Terminate/Renew Contract		
OTHERS (Specify)		

### The Future (New Targets and Objectives)

**The Period Under Review: From ..... To .....**

The employee and her/his supervisor are expected to set the new period's target in the table below basing on the job description and strategic plan. (Additional copies of this page may be made as necessary).

Key Result Area and activities	Target set	Means of verification	When	Remarks

## 10.3 Performance Improvement Plan (PIP)

The employee and her/his supervisor should agree on the new period's capacity building needs.

Capacity needed	Learning methods	Means of verification	Justification

## APPRAISAL VALIDATION

---

Employees' name & signature

---

Date

---

Supervisors' name & signature

---

Date

---

Director of Programmes' name & signature

---

Date

---

ED's name & signature

---

Date

### 10.1 AFARD STAFF APPRAISAL FORM (Period.....)

Name of staff	Job title	Project:			
Name of Supervisor (appraiser)	Position				
Key Assessment Areas	Justifications for scores with examples, work completion levels,	Score 1 - 5 (1 lowest, 5- highest)			Agreed score
		Staff	Supervisor		
Job description/ Key planned Targets (Copy from the contract)					
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					

Critical Performance Personal attributes	TOTAL
a) Results driven (Conducts context/problem analysis, delivers quality results; Accepts responsibility for failures and successes)	
b) Team work (Collaborates with colleagues, actively participates in other sectors, relationships with Colleagues and management)	
c) Time Management (Deliver results within planned time; able to work under stress; reports to/from work timely; logs in/out, has honest timesheets)	
d) Work organization (Has periodic work plans; output reviews, clean work space, mobilization skills)	
e) Monitoring (Conducts regular M&E, provides quality data, and uses feedback to improve performance, initiate solutions)	
f) Reporting and documentation (Produces quality and timely reports with case studies; photos; stories of change)	
g) Communication (good oral/written communication, provides honest and open feedback, takes on positive criticisms, personal presentation, confidence, listening skills, etc.))	
h) Resources/Logistics management (Good use of resources, effectively accounts for resources used, safe custody of assets, logbooks up to date, timely servicing/repairs)	



i) Integrity (Has self-respect & respect for others, Reflects a good image of the organization, Reliable, and trustworthy)	
j) Compliance (Adherence to organizational values, policies and procedures e.g., HR, FA, Child protection/safeguarding, Sexual exploitation, Anti-corruption)	
k) Partnership building (Has functional relations with groups, LGs, private sector, peer CSOs, etc.)	
l) Personal development (pursues career, investments)	
Strengths/value adds that AFARD can tap into	Critical capacity building needs will improve performance
1.	1.
2	2.
3.	3.
General recommendation	
A. Renew contract	
B. Probationary renewal (observation for ..... months and appraise again. Supervisor to attach a sheet clearly showing changes expected with time lines. The appraiser will then write a report and recommend to the HR either to renew the contract of not.	
C. Do not renew contract	
Reasons for B or C	
Signed .....	Signed ..... (Supervisor)
.....(Appraisee)	Date of appraisal: .....

## 10.2 Recommendation for future action

On the basis of the above assessment, please provide a recommendation with justification for future action. This must be discussed and agreed upon by the appraiser and the appraisee

Action	Recommendation	Timeframe
<b>PROBATIONARY PERIOD</b> (Indicate: Appraisee is still on probation; Probation should be extended; Probation should be terminated)		
Confirmation		
Promotion		
Consideration For Transfer Within Service/Re-Deploy		
Disciplinary Action		
Terminate/Renew Contract		
OTHERS (Specify)		

### The Future (New Targets and Objectives)

**The Period Under Review: From ..... To .....**

The employee and her/his supervisor are expected to set the new period's target in the table below basing on the job description and strategic plan. (Additional copies of this page may be made as necessary).

Key Result Area and activities	Target set	Means of verification	When	Remarks

### 10.3 Performance Improvement Plan (PIP)

The employee and her/his supervisor should agree on the new period's capacity building needs.

Capacity needed	Learning methods	Means of verification	Justification

#### APPRAISAL VALIDATION

---

Employees' name & signature

---

Supervisors' name & signature

---

Director of Programmes' name & signature

---

Executive Director's name & signature

---

Date

---

Date

---

Date

---

Date

## Appendix 11 : Renewal of Contract Letter

Our Ref:

Mr./Ms.....

Position:.....

Location: .....

### Extension /Renewal of Contract

AFARD is pleased to offer you a renewal of your contract as..... for -----  
(period), from ----- to-----.

All terms and conditions previously signed for will apply with a salary of UGX .....

Term and conditions contained within the HR manual and any updates brought to your attention, will apply to your contract with AFARD.

Please ensure that you have read and understood the HR manual and the staff code of conduct available at AFARD head office.

If your personnel records need to be updated (e.g. next of kin, spouse, children, address) please ensure that you do this as a matter of urgency.

Please sign below if you accept the offer.

Regards

.....

**Executive Director**

### Employee

Name: .....Signature: .....

## Appendix 12: Personnel Action Form

Name		Telephone		Sex	
Address					
Employee ID		Department			
Date of hire :		Immediate Supervisor:			

### PROMOTION , DEMOTION OR TRANSFER

#### FROM

Job Title:	
Grade :	
Department:	
Salary:	

### APPOINTMENT

#### TO

Job Title:	
Grade :	
Department:	
Salary:	

#### Status

Full time	
Part-time	
Temporary	
Volunteer	

#### Status

Full time	
Part-time	
Temporary	
Volunteer	

### PERFORMANCE INCREASE , OR PAY ADJUSTMENT

Current salary		New salary	
Grade /Level		Grade/Level	
% Increase		% increase	
Date last increased		% (Performance Award /Bonus)	
		% ( COLA )	

### LEAVE OF ABSENCE OR SUSPENSION (Check “√” leave Classification)

Nature of leave	From	To
Annual leave		
Sick leave		
Maternity leave		
Paternity Leave		
Compassionate leave		
Study leave		
Suspension		



## Appendix 14: Warning Notice

Section 1 – Employee Information		
Unit:		
Date	First Name	Last Name
Staff I.D. #	Department/Division	Job Title/Position
Pay Grade	Date of Hire	Reports to Title/Position
		Supervisor Name
Section 2 –Warning Notice Detail		
<p>You are hereby warned against exhibiting the behavior(s) described below. Be informed that further disciplinary action (s) up to and including dismissal will be taken if behavior(s) does not change</p>		
<p>Policy Violation(s) – Give Details Below (include policy #):</p>		
<p>Other (Please Explain Below):</p>		
<p>Section 3 – Confirmation &amp; Acknowledgements</p> <p>By signing this disciplinary form, the employee acknowledges that he or she has read it. Signing does not imply agreement with its contents.</p>		
<p>Employee's Acknowledgement &amp; Comments:</p>		
Employee's Signature:	Date	
<p>Supervisor's Comments:</p>		
Supervisor's Signature:	Date	
Reviewer' Signature:	Date	
HR Staff Signature of Receipt:	Date	

## Appendix 15 : First Warning Letter

Date: .....

Staff/Payroll No:.....

Name:

Position:

Dear.....

It has come to the notice Management of AFARD that (give reason, offence, dates and places) .....

.....  
.....  
.....  
.....  
.....  
.....

I hereby give you written warning that should you continue to carry on such activities/ should such an incident occur in the future it will be dealt with severely and management may be compelled to take further disciplinary action against you, up to dismissal from the job.

Yours sincerely,

Line Manager

### ACKNOWLEDGEMENT

I.....the above named, have received a copy of this warning letter and understood it.

Signature:.....

Date:.....

Witness:.....

Signature:.....

Date:.....



## Appendix 16: Second/Final Warning Letter

Date:

Staff/Payroll No

Name:

Position:

Dear.....

On ..... (date and reason for second warning)

A letter of warning was previously issued to you on .....for .....

You are hereby given a second/ final warning and should any similar occurrence take place then management will be compelled to take further disciplinary action against you, which could result in your instant dismissal.

Yours sincerely,

Line Manager

### ACKNOWLEDGMENT

I, the above named, have received a copy of this second and final warning letter.

Signature:.....

Date:.....

Witness:.....

Signature:.....

Date:.....

## Appendix 17. Suspension Letter

Date:

Name:

Position:

Dear.....

(State reasons, exact place, date and time for suspension)

You are hereby suspended from your work from -----to ----- on full pay/ without pay (delete one) pending a decision regarding your case.

You will not report for work before the above date unless requested to do so by your Line Manager.

Please acknowledge receipt of this letter by signing and dating it in the space provided below.

Yours sincerely,

Name:

Position

### ACKNOWLEDGMENT

I..... the above named, have received a copy of this suspension letter and will abide by the conditions stated.

Signature: ..... Date:.....

Witness:.....

Signature:..... Date:.....

## Appendix 18: Dismissal Letter

Date:

Name:

Position:

Dear.....

Following an investigation into the incident described below I have no option but to terminate your employment with AFARD. You will receive any outstanding payments due to you on receipt of your AFARD Identification card and any other items belonging to AFARD.

(State reasons, exact place, date and time for dismissal - including details of the investigation)

Please acknowledge receipt of this letter by signing and dating it in the space provided below.

Yours sincerely,

EXECUTIVE DIRECTOR

### ACKNOWLEDGEMENT

I, the above named, have received a copy of this dismissal letter.

Signature:..... Date:.....

Witness:.....

Signature: .....Date:.....

## Appendix 19: Disciplinary Action Form

Section 1 – Employee Information		
Unit:		
Date	First Name	Last Name
Staff I.D. #	Department/Division	Job Title/Position
Pay Grade	Date of Hire	Reports to Title/Position
		Supervisor Name
Section 2 – Type of Disciplinary Action		
<p>Written Warning <input type="checkbox"/> Suspension <input type="checkbox"/> Demotion <input type="checkbox"/> Dismissal <input type="checkbox"/></p>		
Other (Explain):		
Details of the Disc (Attach Additional Sheet, if necessary):		
Section 3 – Confirmation & Acknowledgements		
By signing this disciplinary form, the employee acknowledges that he or she has read it. Signing does not imply agreement with its contents.		
Employee's Acknowledgement & Comments:		
Employee's Signature:		Date
Supervisor's Comments:		
Supervisor's Signature:		Date
Reviewer's Signature:		Date
HR Staff Signature of Receipt:		Date

## Appendix 20: Disciplinary Appeal Form

Date	
To	
From	
	Employee Name and Title

**In accordance with HR procedures, I wish to appeal my:**

- ☐ Suspension (copy of documentation attached)
- ☐ Demotion (copy of documentation attached)
- ☐ Dismissal (copy of disciplinary/incapacity memo attached)

For the following reasons (may attach extra statements):

**For the following reasons (may attach extra statements):**

[illegible]

**Employee Signature**

---

---

---

**Telephone Number:**

## Appendix 21: Formal Grievance Form

<b>Employee</b>	<b>Employee ID Number</b>
<b>Job Title</b>	<b>Contact Telephone</b>
<b>Department</b>	<b>Immediate Supervisor</b>
<b>Step 1: Grievance &amp; Immediate Supervisor's response</b>	
Employee's detailed explanation of grievance: (Include any witnesses to the grievance.)	
<b>Proposed resolution to this grievance:</b>	
<b>Employee's Signature:</b>	<b>Date</b>
<b>Immediate Supervisor's response:</b>	
<b>Supervisor's Signature:</b>	<b>Date:</b>
Date original returned to employee:	
I am not satisfied with Step 1 response and want to proceed to Step 2 of the policy.	
<b>Employee's Signature:</b>	<b>Date:</b>
<b>Step 2: Head of Department's response</b>	
<b>Head of department response</b>	
Department Directors Signature	Date:
Date original returned to employee:	
<b>I am not satisfied with Step 2 response and want to proceed to Step 3 of the policy.</b>	
<b>Employee's Signature:</b>	<b>Date</b>
<b>Step 3: Executive Director's response</b>	
<b>Executive Director's response</b>	
Executive Directors Signature	Date:
Date original returned to employee:	

## Appendix 22: Employee Exit Interview Form

EXIT INTERVIEW FORM			
Name		Position	
Date of Joining		Date of leaving	
Department		Immediate Supervisor	
Employer details			
Name			
Address:			
Tel:			
<b>Principal reasons for leaving</b>			
Interviewee:			
Notes (Interviewer):			
<b>Have you enjoyed your time at AFARD? If so, why/why not?</b>			
Interviewee:			
Notes (Interviewer):			
Reasons for joining AFARD			
Interviewee:			
Notes (Interviewer):			
<b>Job content/workload whilst with AFARD (heavy/light, challenging?), is it what you expected?</b>			
Interviewee:			
Notes (Interviewer):			
<b>How effective was communication within AFARD?(Team/departmental/office//HQ)?</b>			
Interviewee:			
Notes (Interviewer):			
<b>How would you describe your relationship with management, line managers, colleagues and the team?</b>			
Interviewee:			
Notes (Interviewer):			
<b>How do you rate the training received/available within AFARD? Quality, frequency and relevance?</b>			

Interviewee:
Notes (Interviewer):
<b>How do you rate the career development opportunities available within AFARD?</b>
Were your expectations met?
Interviewee:
Notes (Interviewer):
<b>What are your views on AFARD's compensation and benefits package (salary, leave, etc.)?</b>
Interviewee:
Notes (Interviewer):
<b>How does this package compare with the one offered by your new employer (if applicable)?</b>
Interviewee:
Notes (Interviewer):
Do you feel AFARD'S appraisal process works (regularity, were objectives set)?
Interviewee:
Notes (Interviewer):
<b>What do you feel could be improved, generally, within AFARD?</b>
Interviewee:
Notes (Interviewer):
Using a one-to-five agreement scale, please rate your overall satisfaction/commitment/engagement for the following: (1= not satisfied, 5= exceeded expectations)
Clear goals/performance expectations
Connection to the organization
Level of input in decisions that affect your position
Opportunities for learning and development
Relationship with manager
Satisfaction with pay and benefits
Type of work
Work environment

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Thank you for taking the time to complete this form, which will be treated in the strictest confidence. We hope that you have enjoyed working at AFARD and we wish you every success in your future employment.

Interviewee Signature	Date
Interviewer Signature	Date
HR staff Signature	Date



## Appendix 23: Certificate of Service

To whom it may concern,

This is to certify that [.....] left the service of AFARD on [date].....

[.....] commenced employment on [date] and the employment terminated on [ date] ..... At the date of leaving was in the position of [position title].

The main duties of this position were:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

It is the policy of AFARD not to issue any reference other than the above statement of service.

This certification is being issued upon his/her request for whatever purpose it may serve.

Yours faithfully,

---

Executive Director

---

Date



