



Universal Intervention and Development Organization (UNIDOR) Human Resource Policy & Guidelines

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1. DEFINITION OF HUMAN RESOURCE POLICY

It is a set of rules or guiding principles that defines how organizations address human resources matters. Organizations exist because and when people are dedicated to do their given task to the satisfaction of the beneficiaries, donors and the organization who recruited them to carry out the mission. Therefore, Universal Intervention and Development Organization believed by ensuring good human resource policy in place, which is read by the employees, understand the basic requirement for operation and stand of the organization is vital and help organization to grow beyond the boundaries.

2. WHO NEED HUMAN RESOURCE POLICY?

Due to demand to follow right procedures and respect country law, every organization management require to have a clear and in written human resource policy guideline which can be disseminated to employee to read and have them understand the policy and not through the word of mouth where people quotes what is not even in the policy, therefore the following people require human resource guidelines

1. Senior Management Team (SMT)
2. Employees
3. Donors
4. Auditors
5. Government institution
6. Consultants who may be interested to know organization governance policy


By making human resource policy available employee and donors are able to understand the culture and behaviour of the organization, therefore it is the commitment of UNIDOR to make this a practice and help our employees grow in dignity and respect of our norms and regulations. UNIDOR may not meet up to 100% satisfaction of the employee and donors but work hard to reach 90% of the employees and donors satisfaction, as we live in the world of too many rapid changes, UNIDOR want to make a commitment to remain flexible to adapt any change either in recruitment, in remuneration, working hours, holiday for the country we operate in and respect their labour law.

3. WHY IS IT IMPORTANT TO HAVE HUMAN RESOURCE POLICY AND GUIDELINE IN AN ORGANIZATION?

Organization are made and run by people and human being are born and brought up by different people bearing different culture, attitude and behaviour, therefore when they reach maturity and seek employment it is the obligation of the organization to put down some basic rules and regulation to be followed and if any employee not ready to follow will be discipline based on those rules.

Therefore, UNIDOR made the following as general policies for governing of its affair.

1. Human Resource Policy
2. Finance Policy
3. Logistic and Procurement Policy
4. Anticorruption Policy
5. Conflict of Interest Policy
6. Fraud Policy
7. VFM Policy
8. Whistle blowing Policy

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4. THE PURPOSE OF THE HUMAN RESOURCE POLICY IS TO FULFIL THE FOLLOWING:

- Inform employee who join the organization for the first time on some of the basic requirement including UNIDOR donors requirement and existing policies.
- State clearly some of the organization basic procedures including ,
 - 1) Recruitment Procedures
 - 2) Induction and orientation
 - 3) Contract and JD of employee
 - 4) Employee code of conduct
 - 5) Provide clear statement on security situation in the country of operation and methods of incident report
- Human Resource policy help employees and the entire management of the organization to understand some of the organization cultural behaviour and practices, some of the norm believed by the organization are the best for themselves.
- HR help to define the governance structure of the organization and make every step of management clear to employees and answer any question of doubt


5. DEFINITIONS AND INTERPRETATIONS

In this Regulation the following words and expressions shall have the meaning respectively assigned before each of them unless the context otherwise requires or a meaning inconsistent there with is expressly provided:

UNIDOR	means Universal Intervention and Development Organization
BOD	means the Board of Directors of the Organization
ED	means the Executive Director of the Organization
DO	means the Director of Operations of the Organization
2nd line Manager	means the staff members reporting directly to Director
3 rd line Employees	means Managers reporting directly to “2nd line Managers”.
Employee(s)	means any person employed on permanent basis in the staff category.
Labour(s)	means any person employed on permanent basis in labours category.
Basic Salary:	is the salary excluding all allowances and monthly incentive.
Monthly Take Home Salary:	means monthly salary that include all allowances monthly, annually plus the monthly incentive after deductions of Social Insurance and Income Tax or any other deductions.
Total deductions:	Social Insurance, Income Tax, others.
Overtime	means daily working time exceeding 8 hours as well as any work on weekends and public holiday apply for 3 rd line Employees.
HoD	means Head of Department
FSL	means food security and livelihood
WASH	means Water and Sanitation and Hygiene
GVB	means Gender Based Violence
Transfer	means transferring an Employee permanently from a department to another or from a work location to another within the Organization
AACC	All African Conference of Churches

6. INTRODUCTION AND BRIEF BACKGROUND INFORMATION OF UNIDOR

Universal Intervention and Development Organization (**UNIDOR**), is a National and Christian Organization found in 2004. The organization is legally register in South Sudan under the Relief and Rehabilitation Commission (RRC)

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under registration number **one hundred and eighty two (182,)** UNIDOR South Sudan have its head office in Juba and located at Juba Na Bari known as Hai Tongpiny on America embassy Kololo road, we are in front of Catholic University. UNIDOR is a member of South Sudanese National NGOs forum, we are also a member of different clusters, health, nutrition, Protection, Food, Security and Livelihood and WASH.

7. UNIVERSAL INTERVENTION AND DEVELOPMENT ORGANIZATION MANAGEMENT LEVELS:

- i. Board of Directors (BoD) which comprise of eleven (11) Members this is the higher organ of the organization with detail in annexes, BOD meet biannually meaning twice a year, in the month of June and end of December every year.
- ii. UNIDOR senior management is the second higher level these management is comprises of Executive Director, Director for Finance, Programme Coordinator, Human Resource Manager and Director of Operation .
- iii. UNIDOR third level of Management comprise of all Project Managers, Programme Coordinator, Logistic & Procurement Manager, Public Relation Manager, Human Resource Manager and Executive Director.
- iv. The forth Level of UNIDOR, management is a field management in which every field location has field officers mandated by the senior management to work as an officer in-charge of the base.
- v. As a call UNIDOR is a Christian organization where every location expects to hold devotion on every day of Mondays, Wednesdays and Fridays.
- vi. UNIDOR will recruit employee base on their technical background and with no any elements of race, religion and regional's or tribes.

UNIDOR shall have the following employees at different levels.


8. INTERNATIONAL RECRUITED STAFF (IRS)

IRS are employees recruited outside their home country and post to another country as experts ,and technical knowhow, their recruitment also follow the country recruitment policy ,advertisement must be made by the human resource department which must be endorsed by the ministry of labour in the republic of South Sudan. UNIDOR shall always provide services to its employee in a fair and equal manner where employees feel as one team. IRS shall have benefits of facilitation in term of transportation, they have benefits to be relocated in case situation in a working country is not favouring. UNIDOR will always make all efforts to relocate all relocatable staff to a safe place.

9. Organization Culture

The organization is a Christian base however it does not discriminate in term of recruitment as it based on technical demand and skills of the person. The organization management must work to understand the attitude, behaviour, perception of every individual to have a better working relationship. The organization must understand the context of its operation be political, social and economics setup.

The Organization culture based on the founders perception and view is a Christian organization who will response and intervene in a human need on humanitarian base and resilience set up. The organization must not only employ Christian believer but allow other faith believers to be employ on their technical base

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10. INTERNATIONAL RECRUITED STAFF (IRS)

IRS are employees recruited outside their home country and post to another country as expats ,and technical knowhow, their recruitment also follow the country recruitment policy ,advertisement must be made by the organization send to the ministry of labour department by the by Human Resources department. UNIDOR shall always provide services to its employee in a fair and equal manner where employees feel as one team. UNIDOR will always make all efforts to relocate all relocatable staff to a safe place.

11. NATIONAL RECRUITED STAFF (NRS)

NRS are employees who are recruited within their home country but at national level, with this NRS who are recruited in their home town are not allow to be accommodated in any of UNIDOR base or compound unless with well defined reason which have to be approved by senior management of the organization, some national staff specially in South Sudan have their children outside the country specially in Kenya and Uganda others have their families in Ethiopia and therefore to be given the same treatment in term of air transportation to visit their family during holiday such provision thought have to be approved by respective donor funding their projects if no approval by respective donor and there is a strong reason the management can make judgement and make decision to facilitate such employee example of matter include employee with special needs perhaps not hearing well, or blind etc .

UNIDOR have made this a policy and has to be implemented. UNIDOR, first is that national staff who are recruited from their home town should not be accommodated in UNIDOR compound , this is because when you work in your home location you are expected to have relative visiting you for family affairs and because of that reason it is not good for one employee to cause inconvenient to many therefore this become a policy , second reason accommodation space in bases is limited and only spare for employee who have no relative and their relative is only UNIDOR. If you are recruited as national employee and posted in another location not your home village or town , UNIDOR will bear responsibility to accommodate you and provide you relocation plan in case of emergency and evacuation has to be made

12. LOCAL RECRUITED STAFF (LRS)


LRS are workers including drivers, cooks, security guards , and volunteers these workers are either given long term or short term contract. Any casual contract given base on the recommended labour law of the country where UNIDOR operate, local recruited workers are not entitle to benefits of Leave, national social insurance fund (NSIF), maternity and paternity leave ,national public holiday these are not given to any casual workers as they are not UNIDOR long term workers, according to South Sudan labour law casual person cannot exceed three months (3) with this in mind UNIDOR hire casual workers and after three month terminate their contract if there is need to keep them going with activities , they can be given formal contract or special agreement contract between them and UNIDOR which continue to defined detail of agreement condition

13. UNIDOR VISION STATEMENT

Is to be a partner of choice in providing humanitarian Intervention that empower communities to be self-reliance .

14. UNIDOR MISSION

UNIDOR exist to empower communities in South Sudan and beyond by providing humanitarian intervention in Health ,Nutrition ,Education ,water and sanitation ,Food security and livelihood ,peace building and conflict mitigation guided by Christian values and principles .

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15. **UNIDOR CORE VALUES:** These are the main driving force of doing what UNIDOR is doing

1. Faith
2. Partnership
3. Compassionate
4. Transparency & Accountability
5. Neutrality
6. Sustainability

16. CODE OF CONDUCT

As we respect the diversity of community culture and humanitarian services principle all UNIDOR employees except those who are illiterate and casual must always signed code of conduct in addition to their contract, Job description , bio data to mention only few . All these are regulated by the policy of Human Resources approved by the management of UNIDOR.

17. TEAMWORK

Organization succeed in achieving its set objective when the employee support one another even with ideas, therefore in any circumstances UNIDOR shall ensure employees build strong unity regardless of their background, religion and gender. UNIDOR believed both males and females can performance an equal job to the satisfaction of the organization, employees are the main pillars of the organization growth and development and therefore i is our believed in employing workers we must always ask candidate believe and denomination just to help the management provide support to employee with special needs, UNIDOR is a Christian Organization and therefore does not intend to recruit only Christian employee will get job base on their technical and experience in the field advertise.

18. DIVERSITY AND EQUALITY:

UNIDOR is committed to creating a culture and environment that values diversity and treats everyone equally, irrespective of gender, race, age, disability, religion and cultural background. It will not tolerate any direct or indirect discrimination or abuse of authority by any of its employees. Any complaint will be investigated thoroughly and may result in disciplinary action to the employee commit it.

19. SEXUAL HARASSMENT AND EXPLOITATION:


UNIDOR's values and operating principles place people at the heart of its work. It aims for the highest standards of moral excellence and integrity. As such, it condemns all acts of harassment, whether sexual or otherwise, and stands against all exploitation of women, young people and minors. Any incidents will be fully investigated and disciplinary measures used as necessary.

UNIDOR is committed to following the minimum standards guidelines for the protection of women and children against sexual abuse and exploitation stated by South Sudanese Humanitarian Community & Partners (See Annex 1). Violation of the same would lead to summary dismissal. Universal Intervention and development organization shall observed the manner of which its employees interact , if two employees felt in love with one another and decided to have an affairs , UNIDOR will have no problems however the two have to declare the relationship to the management if they intend to get marriage or they just wanted to keep themselves as just friend, if that is not done UNIDOR management is obligated to call the two who are seen to have been moving a direction not acceptable by the organization and if denied the management bear responsibility to terminate the contract of the two employees or terminate contract of one of the partner and the second partner remain on contract. UNIDOR on any cost must not employed couples to work in the same project locations but will recruit couples who will be assigned to work in different locations and department, this is because some couples act in a way that they need to defend one another if one person is touch the other member support the other partner and with such employee will feel



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intimidated and some may decide to leave the organization. UNIDOR must maintain this principles and guideline for all employees recruited and if any employee is not comfortable from day one he/she need to make decision. In some cases some employees use money to spoil female employee and that is what bring sexual exploitation, and employee involved in such practice must not be tolerated and senior management must take immediate decision to terminate the contract of such even if the organization or department will suffer it is better for UNIDOR to remain clean and keep its dignity and integrity to the eye of the beneficiaries.

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SECTION ONE

20. RECRUITMENT & SELECTION

21. POLICY

Universal Intervention and Development Organization aims to recruit and select employees in a fair, transparent and professional manner while aiming to promote a positive public image about Universal Intervention and Development Organization. Recruitment is made for replacement of existing vacancies or additional manpower requirements.

UNIDOR strives to hire both South Sudanese and Expatriates who will work effectively and efficiently based on approved positions by the donor. The Executive Director in consultation with the initiating HoD and Finance Manager meet to approve the budget for new position or replacement position. The Sector head prepares the requisition form to be approved by the Executive Director, the HR Department to place advertisement. The Ministry of Labour, Public Services & HRD in Juba approves the advertisement letters for recruitment. Whilst recruiting the Field Programme staff advertisement the South Sudan Relief and Rehabilitation Commission (SSRRC) approves or any higher authority.

22. CONDITIONS OF EMPLOYMENT

Universal Intervention and Development Organization aims to recruit and select employees in a fair, transparent and professional manner while aiming to promote a positive public image about Universal Intervention and Development Organization.

Recruitment is made for replacement of existing vacancies or additional manpower requirements.


23. OBJECTIVE

- To obtain and maintain the number and quality of staff that have the ability to meet high performance standards, and meet the human resources needs of the company with effective cost.
- To ensure an effective implementation of the recruitment process that abides with UNIDOR culture and values.

24. THE POLICY COVERS

a) EMPLOYMENT OF RELATIVES AND FRIENDS

Universal Intervention and Development Organization (UNIDOR) under no circumstances will employee a person or placed a person to work within UNIDOR Organization simply because of a close relationship. Relatives and friends can only be employed if they meet the recruitment criteria of the job for the satisfaction of the Organization. UNIDOR shall not employee couples to work in the same department or locations as their lives in the Organization may interfere with UNIDOR work performance. In such cases the Organization Management should advice the couples of the risks taken whilst couples working together in the Organization.

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b) RECRUITMENT & SELECTION CRITERIA

Recruited candidates should satisfy the following conditions:

- Be a South Sudanese national and if a South Sudanese national is not available non-South Sudanese candidates shall be chosen either from those present in the local market or abroad.
- Hold the appropriate qualifications and experience, which are as per the approved job description for the position. Necessary documents that confirm his/her qualifications and practical experience, authenticated as appropriate, should be provided prior to agreement signature.
- Be of an outstanding conduct and behaviour.
- Unless otherwise required by the prevailing and relevant laws of South Sudan, and unless otherwise waived by UNIDOR, such waiver being guided by the prevailing and relevant laws of South Sudan, the candidate should not have been previously convicted with a penalty restricting his/her freedom for a crime or was convicted for breach of honour or honesty crimes.
- Unless otherwise required by the prevailing and relevant laws of South Sudan, and unless otherwise waived by UNIDOR, such waiver being guided by the prevailing and relevant laws of South Sudan, the candidate should not have been dismissed previously for disciplinary reasons.
- The age of the candidate should not be less than 18 years according to his/her certificate of birth or passport.


c) METHOD OF RECRUITMENT AS PER UNIDOR POLICY

i. INTERNAL RECRUITMENT

Internal Recruitment policy is where a position appear in any of the department in the organization , and the organization felt there are staff who are working for the organization but can handle such position , therefore UNIDOR will ask HR department to circulate an internal advertisement within the organization.

The below are the requirements for the internal recruitment:

- All applicants must be interviewed, unless there is an obvious gap between the candidate and the job's required skills.
- Intermediate screening e.g. written test, presentation... etc might be applied depending on the nature of the job and the number of applicants.
- Temporary Staff i.e. Trainees, Contactors are not allowed to apply for internal vacancies.
- HR representative and the Hiring department should be part of any Selection Committee.
- To be eligible to apply for internally advertised vacancies in other departments' staff must have had successfully completed 18 months period in their current job. Employees have the right to apply for the internal vacancies within their departments regardless of period stayed in their current jobs. This is also subject to management's discretion on certain exceptional cases.
- Employee must keep his/her current supervisor/manager informed if he/she applied to any job.
- HR must notify the concerned director if any of his employees applied in other department vacancies.
- Employee should have stayed in his/her current job for a period of 45 days (Maximum) from the day of HR transfer notification.

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- Any exception is subject to Management discretion.

ii. EXTERNAL RECRUITMENT

This is when the organization felt to invite application for job outside the organization with this employee working are not allow to apply and even if they apply will not be consider by the recruitment committee , this is after when the management assess the capacity of the employee and felt they need to bring in a new faces with fresh knowledge and experience to boost the organization.

The below are the requirements for the external recruitment:

- Initial screening to be done by external consultant.
- Intermediate screening e.g. written test, presentation, phone, etc might be applied depending on the nature of the job and the number of applicants.

d) TEMPORARY RECRUITMENT

Temporary Recruitment is an **employment** of an employee only for a certain period of time with a specific defined work scope. **Temporary** employees will only work for a specific period of time and will be eligible for permanent employment if the position is available.


The following is the conditions for the temporary employment:

- All temporary recruitment should follow the process of external hiring expect the medical check-up one.
- Any exception is subject to Management discretion.

25. MANAGERIAL POSITION

When recruiting in the position of manager the following requirements shall be considered.

- i. **Education and Experience required of the Manager:** Minimum of a Bachelor's degree or equivalent in business or a departmentally related field, a minimum of three years of responsible leadership experiences in **management** or supervisory **positions** and specialized training in **managing** human resources is preferred.
- ii. **Qualifications:** The ability to lead and motivate a team, excellent communication and 'people' skills, the ability to work under pressure and handle challenging situations, confidence, drive and enthusiasm, decision-making ability and sense of responsibility, the ability to understand and analyze figures.
- iii. **Interview Procedures required for the Manager position:**
 - Two round interview to be held for managerial position (with the HoD of the hiring department if needed).
 - The Committee must consist of at least one director as a chairman, HR and the director/Senior Manager of the hiring department and three members from other stake holders department.
 - Recommendation of the director, and a second interview and approval of the Executive Director, and final interview and approval of Executive Director if needed.
 - Any exception is subject to Management discretion

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26. NON MANAGERIAL POSITIONS: These are subordinates positions under managers and below are the criteria for the interview.

- For non-managerial positions, the Committee to be selected from Senior Managers/ Managers, and to be chaired by one of the managers or a senior manager if any, and the other two OR more members to be selected from other stakeholders department.
- A second interview to be held with the director of the hiring department for the final selection.
- Recommendation of the director, and final approval of the Executive Director if needed.
- Any exception is subject to Management discretion.

UNIDOR believed in adapting Labour Law of a working country help to build good working relationship with working partners and beneficiaries. Under the Kenya Employment ACT chapter 226, page 10 describe what is not require and what is to be follow, under the Law of South Sudan Labour Act - 2017 section (46) explain details of requirement. Therefore for South Sudan all recruitment are done after the advertisement is approved by the Labour office who endorse the application by putting their stamp and signature, any recruitment done without their approval is consider to be illegal and can be questions by donors and auditors. In Kenya the most important thing is registration with Ministry of Devolution and Planning at NGO coordination board there after there is no restriction, contract are given by law of Kenya and fully respected.

27. OFFER OF EMPLOYMENT

Successfully interviewed and selected candidates shall be presented with a job offer for the new job with UNIDOR.

28. CONTRACT OF EMPLOYMENT


After a successful engagement with candidate a contract of employment to be given, employment begins on the date and under the conditions specified in the Contract (hereafter called “contract”). Contracts will normally only be of a maximum of one year. All employee who start for the first time must undergo probationary period of three months and later base on their performance and availability of the fund extend. Therefore, when issuing contract to employee the following document must be received by the employee.

- ❖ Contract of employment together with disciplinary procedures in one
- ❖ Job Description (JD)
- ❖ Code of Conduct
- ❖ Bio-Data
- ❖ UNIDOR Work plan template
- ❖ UNIDOR incident Report template
- ❖ Department report template

29. JOB FAMILIES

UNIDOR has Four (05) Job Families as follows:

- Management & Administration (ED, PC, DO)
- Finance
- HR
- Logistics & Procurement (IT)
- Programmes (Health, FSL, Nutrition, WASH, Education, Peace)

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30. JOB TITLE/ JOB DESCRIPTIONS

Within the job families, are a number of generic job titles and a job description should exist for each of the benchmark jobs. The job description is used to match against other jobs to:

- Ensure employees are assigned to appropriate jobs
- Facilitate salary survey exchanges
- Explain and justify certain pay decisions to employees or to line management
- Facilitate resourcing activities
- Establish performance standards
- Assist with performance management and career development
- Authority structure(Line Manager) who the employee report to
- Brief description of the job purpose
- Key relationships involved
- Scope of authority
- Main objectives

Benchmark jobs also serve as internal anchor points for non- benchmark jobs. The assignment of non - benchmarked jobs is called “slotting”. Slotting involves comparing or evaluating the value of the job, not based on market factors or points, but on its relative value and worth compared with the benchmark jobs. The organization uses a “GUIDE CHART” to assist with “JOB SLOTTING”.


31. STAFF ORIENTATION

New Employees will attend a comprehensive orientation program that will make them aware of the Organization strategy, policies, work culture, compensation and benefits, general safety regulations, Organization’s ethics and code of conduct requirements within this program new employees will receive a copy of this Handbook and will sign a notice, copy of which is included in Appendix 1 of this Handbook, confirming their agreement to abide by all the rules set out in this Handbook.

In addition, new employees will receive Departmental Induction Training designed to equip them with department and job specific information necessary to assist them to settle into their new job roles as quickly as possible.

32. PROBATIONARY PERIOD

- All newly hired employees have to undergo a 3-month (90-days) probationary period also referred to as the trial period which is clearly stated in the employment contract.
- Unless otherwise granted by the Management of the Organization at its sole discretion, employees under probation are not entitled to:
 - a. Any kind of leave during the period of probation
 - b. Promotion, salary increase and bonus.
- A Probationary Evaluation report will be handed by the Concerned Supervisor at the end of the probation period, regarding the employee’s performance. The probationary report shall form the foundation of the employee’s confirmation or termination from the Organization.

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- The Organization can terminate the employee's employment contract during the period of probation for any reason whatsoever. This termination can be with or without notice and will be in all cases without any indemnity compensation whatsoever aside from the monthly salary for the period of work completed by the employee.
- The employee has the right to leave the organization during the probation period for any reason whatsoever.

33. WORKING HOURS

The normal working hours shall **not exceed 8 hours per day** and **40 hours per week**.

In cases where the employer requires the employee to work for more than 8 hours some days of the week, with an exception of employees not engaged in shift work, **the extra hours shall not exceed 9 hours per day and shall be proportionately reduced on other days** of the week so that employee does not exceed 40 hours of the week. An employee may however be required to work beyond these limits in circumstance of emergency as set out in Section 57(4).

34. BREAK REST

Due to the work load during the lunch break time (01 hour) and is unavoidable, an employee working in such scenario of continuous working hours more than 5 hours is entitled to a break rest meal of one hour.

35. OVERTIME POLICY

Overtime is any **extra hours worked beyond the normal working hours**. If an employee work over and above the expected time, the line manager has the discretion to give rest time as may deem fit. Overtime exceeding Eight (08) hours shall be recorded in the overtime sheet. No cash payment is allocated to the staff but is given a day off from duty as compensation for the extra worked time. The reason is that, UNIDOR is a donor funded Organization and its donor have no approval for any pay for extra time worked.

All working hours performed by the employee during weekends, holidays are considered overtime hours.

Persons excluded from Overtime

Employees in positions classified as senior management positions are excluded from overtime.

Overtime payment should be calculated as follows:

Regular workdays:


Monthly base salary of the employee X 1.5 X Actual numbers of overtime hours

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Rest Days and Public Holidays:

Monthly base salary of the employee X 2 X Actual number of overtime hours

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SECTION TWO

36. LEAVES AND HOLIDAYS

37. ANNUAL LEAVE POLICY

The purpose of annual leave is to provide employees with a time for rest, relaxation, and self-renewal. If a member of staff has completed 12 months in the company service he/she will be entitled to an annual leave.

UNIDOR employees are entitled to twenty one (21) annual leave a year as planned in line with the employees and their line managers. However, leave days can be distributed over the year, on the condition that the work is not adversely affected. Applying for leave should normally be done at least two weeks in advance by filling in a leave request form for approval by the line manager. Only after prior permission, leave days can be carried forward to the first quarter of the following year. The number is limited to five days only.

Annual leave with full pay shall be given to an employee as follows:

- **21 working days** per year after continuous service of **more than one year but less than 3 years**
Calculations: 21/12 = 1.75 X No. of months
- **25 working days** per year after continuous service of **more than 3 year but less than 15 years**
Calculations: 25/12 = 2.08 X No. of months
- **30 working days** per year after continuous service of **more than 15 years**
Calculations: 30/12 = 2.5 X No. of months

38. TIMING OF ANNUAL LEAVE

Annual leave shall be **taken by the employee at such time or times as agreed upon between the employee and employer** and employer shall not unreasonable refuse an employee's request for annual leave.

39. REST AND RECUPERATION (R & R)

R & R is defined as eight days of leave with full pay granted to the UNIDOR employees whose work requires stressful, unstable and difficult conditions in the job location for a period of eight weeks.


The following individuals shall be eligible for rest and recuperation:

1. Staff members who have been internationally recruited (Outside South Sudan) as determined by the organization approved for R & R purposes.
2. All Senior Management members i.e. Directors, PC and Managers as determined by the organization approved for R & R purposes.

Note, that three round flight tickets per year shall be offered for eligible R & R employees, and any type of leaves

i.e. annual leave, maternity, paternity, sick leave, unpaid leave, family leave requested and combined with the

R&R period shall not be more than 05 days.

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40. ANNUAL LEAVE & TERMINATION

There should be no force from the employees requesting to go for leave as the leave will be determined by the load of work before the departure. Employees shall be requested to apply flexibility in case there work is to be accomplished before leaving for the annual leave. Employees shall not leave if the holiday form is not signed and approved. If an employee violates this policy then serious discussion is to be held and verbal/written warning will be issued and later on lead to employment termination.

Holiday leave cannot be carried over from one year to the next, unless an employee is unable to take his/her holiday leave because of operational reasons. If he/she start or leave his/her employment during a calendar year the holiday entitlement in that year will be calculated pro rata.

Upon termination of employment agreement, employee **shall be entitled to financial compensation** for annual leave not taken by or paid out to an employee.

41. LEAVE FOR FAMILY AFFAIRS (COMPASSIONATE LEAVE)

Time off with pay will be granted at times of family bereavement. Line managers should use their discretion to determine what a reasonable amount of time is, depending upon the circumstance. Any employee desirous of taking leave on compassionate grounds shall, be granted up to a maximum of 5 working days in addition to annual leave. Time should be allowed to enable the employee to make immediate arrangements and management immediate domestic affairs, in addition to any time necessary to attend the funeral. This leave may not be accumulated beyond the contract year. Where death of a family member is the grounds for compassionate leave it shall be limited to employee's children, siblings, spouse, parents and parents-in-law.

Whilst it might appear desirable to specify how many days paid leave are granted depending upon the family relationship with the deceased, in reality each case needs to be judged in accordance with the particular circumstances. The "rule of the thumb" however, would be to allow three to five days compassionate leave, including time to attend the funeral.


Should an employee wish to take compassionate leave on the grounds of death of another family member, this again can only be agreed at the discretion of the line manager, who will need to take into account the cost of prematurely withdrawing the employee from his working place and its effect on programmes. If the time is agreed, it will in all circumstances be taken from the employees annual leave entitlement. If the annual leave entitlement has already been taken, then such days will be counted as unpaid leave.

42. LEAVE FORM PROCESS

All UNIDOR employees shall fill the leave plan form and ensured is signed by the direct supervisor's approval. When going on leave, the employee is ensure to make a clear handover to the person taking the handover. The leave period prescribed above is inclusive of public Holidays and normal sick leave occurring in any continuous period of leave granted.

43. SICK LEAVE POLICY

NGO's performance is a result of a real situation there-in-case an employee become sick to seek attention and doctor's recommendation. However, absence from work will be approved as sick leave only on presentation of a

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medical certificate signed by a qualified and certified medical practitioner. Employee is entitled to **12 days of sick leave** on full pay per year of continuous service in order to avoid the project performance and later the organization.

44. SICK LEAVE PROCESS

Sick Leaves will be dealt with in-line with the case and in accordance to the South Sudanese Labour Act 2017.

45. MEDICAL EXPENSES

UNIDOR shall work to convince its donors to cover employee on medical insurance for better performance of employee and employer. The plan is to cover employee on medical insurance which gives employee confident to work hard so that they are medically fit.

46. MATERNITY LEAVE POLICY AND PROCEDURE

A female employee is entitled, on each occasion she is pregnant, to 90 days maternity leave with full pay; and 45 days for breastfeeding while working for half day as stipulated in Labour Act 2017.

Upon elapsed of the maternity day's period i.e. the female must report back to work after expiring of 90 days. Hence, any excess days taken after will be considered taken as unpaid leave. In addition, there shall be no flight cost on maternity leaves unless if the employee plan falls on her official annual leave.

47. PATERNITY LEAVE POLICY AND PROCEDURES

A male employee is entitled to paternity leave of two weeks on each occasion his wife is pregnant. The leave shall be taken within 3 days after birth of child or immediately following miscarriage by his wife.

This applies only to a male employee married to one wife; however, it is not a must that the employee is entitled for the paternity leave depending on the nature of the work load. In this case the paternity leave can be carried forward and in line with polygamous family only one wife is considered per year.

48. WEEKLY HOLIDAY

Employee is entitled to a weekend holiday of not less than 24 consecutive hours. This weekly rest shall be taken on such day as is customary or on a different day as agreed between the employer and employee.


49. UNPAID LEAVE

An employee is entitled to request a period of unpaid leave for any reason. Unpaid leave shall not be reasonably refused by employer and shall be subject to terms and conditions agreed in writing between employer and employee. This will apply if an employee has no outstanding leave.

50. NATIONAL PUBLIC HOLIDAYS

UNIDOR recognizes New Year's & Independence Day (January 1), Peace Day (CPA) (January 9), Good Friday & Easter Day/Monday, SPLA Day (May 16), Martyr's Day (July 30), Eid El fitr and Eid Aldha, Christmas Eve (December 24), Christmas Day (December 25), Family Day (December 26) and all other public holidays officially declared by the Republic of South Sudan government.

UNIDOR will ONLY follow the Republic of South Sudan country national holidays plan and respect them fully. In this case the International staffs will have to adhere with the South Sudan country national holidays and not of their countries of origin while working in South Sudan. All UNIDOR staff International or National whose **annual leave** falls on a public holiday while on leave will not claim the day neither will be compensated.

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SECTION THREE

51. SALARY PAYMENT POLICY AND ENGAGEMENT POLICY FOR INTENTS & VOLUNTEERS

52. POLICY


As an objective of the organization is to attract, develop and retain the “best” and most talented people out of South Sudan market it is necessary that the organization’s “Total Reward Structure”, is both attractive to the individual as well as providing added incentive to those employees who contribute the most to “organization success and results”. This will depend on donor projects funding availability for the success of the employee’s salary implementation.

53. SALARY

The minimum wage or salary offered by the "Employer" shall be per the standards of the provisions of the Minimum Rate of Payments Labour Act of 2017.

Universal Intervention and Development Organization (UNIDOR) employee salary payment is regulated by the finance and with detail in Finance policy however the bottom line is that both programme, support staff, CHD Salary will undergo different level, in which some staff must received their salary payment through the bank account and others through cash money with detail below:

- ❖ **Programme Staff:** Due to the fact that UNIDOR received its fund form donors in the hard currency the United Nation Dollars , UNIDOR have also consider most of programme staff are International and national who have family outside the country a decision is made that programme staff to be pay in USD, and they must be pay through their respective bank account that imply any programme staff joint UNIDOR must open a bank account no employee to be pay cash unless there is any good reason to be explain to finance and HR department for approval
- ❖ **Supported staff:** These are workers who work directly with UNIDOR and they are include drivers, guards , cleaners, and cooks who work directly with UNIDOR, they has to be pay in the local currency of the country, UNIDOR is flexible in serving these staff if the demand of the country is to pay them in the local currency they will have contract in the local currency and their payment can be either through the bank or cash this remain flexible and can be judge base on the situation
- ❖ **County Health Department(CHD):** These are mainly government employee but are supported through an implementing partners like UNIDOR under the DFID, Health Pool Fund project. The employee are to be pay salary in the local currency however if the demand force UNIDOR to pay them in USD approval must be seek from the donor.
- ❖ **The forth is the casual workers:** These are workers who are employ on short term job for day or more however base on South Sudan policy casual workers can only work as casual for not more than three months if there is more engagement require to be done by him/her the organization to make formal working agreement. UNIDOR management have agreed to pay any causal on the rate recommended by the local authority and implement by all humanitarian actors.
- ❖ **The Volunteers and internship:** UNIDOR consider a time work load is huge on department individual and therefore can ask for support on someone who can volunteer for should period of time , in addition

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all kind of volunteers job will not exceed two thousand South Sudanese Pound (2000 SSP) , whereas interns support can be made as local arrangement except if approved by donor.

- ❖ What UNIDOR can offer should not be less than one thousand South Sudanese Pound as transport allowance (1,000 SSP), in addition all interns must get approval from the HR and the Executive Director in consultation with finance department no interns to be engage in a local arrangement between employee and the intern.

54. PERSONAL INCOME TAX (PIT)

Personal income tax is pay base on government policy and regulation, the Finance Department will calculate the monthly income taxes and deduct them from the employee monthly salary in-line with the salary brackets as per South Sudanese Tax Laws.

55. NATIONAL SOCIAL INSURANCE FUND (NSI) SCHEME

- Unless otherwise amended by the law, the Organization provides social insurance coverage for all South Sudanese employees in line with the Social Insurance Act 1990 amended 2004.
- In accordance to section 24 of the Social Insurance Act 1990 amended 2004, UNIDOR will deduct 8% from the employee's monthly salary and contribute 17% of the same salary making total of 25%.


The government of South Sudan have not establish a bank to keep such fund and therefore ask NGOs to keep the money and pay the same fund to employee when they are leaving the organization.

56. UNIDOR SALARY ADVANCES POLICY

UNIDOR in principle does not pay salary advances to its employees because it is donors funded and only used as per donors money instructions. Under exceptional and guanine cases salary advances eligibility maximum amount for salary advance is 50% from the basic salary only paid to the employee with the approvals from the Executive Director and HR Manager.

57. COST OF LEAVING ALLOWANCE (COLA)

A cost of living allowance is paid to cover the additional living costs such as house allowance, food allowance, and transport allowance due to the economic inflation that UNIDOR offers to its employees as part of the gross salary.

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SECTION FOUR

58. TERMINATION OF EMPLOYMENT CONTRACT

59. POLICY

Universal Intervention and Development Organization (UNIDOR) will always and in any cost follow and fully respect the country law on termination of contract is a national organization, and follows the law of the Republic of South Sudan.

Notice of Termination has to be issued to an employee but there are circumstances that an employee can be terminated without notice in accordance to Section 72 (3) (d) termination without notice for gross misconduct in accordance with section 76 of the Labour Act 2017.

An employee under contract who feels to quit the job for any reason is entitled to give employer one week or one month stating clear reasons so as to help the organization in the future. In case an employer terminating the employees' contract one week or one month must be given and clear reason must be stated to the employee.

Failure to issue a notice of termination the employer will be compelled to pay one month salary in lieu in accordance to section 72 (1).

60. REASONS FOR TERMINATION BY EMPLOYER

A. Termination for Incapacity

An employer may terminate employment contract where an employee is incapable of performing work required by his or her employment contract due to an illness or injury certified by the South Sudan Medical Commission to be permanent.

B. Termination for unsatisfactory performance


- i. Notified an employee of the possibility of termination for such a reason
- ii. Explained the way or ways in which the performance of an employee's not meeting the standard of work
- iii. required.
- iv. Provided an employee with reasonable opportunity to make defence relating to the reasons for failure to
- v. meet the standards and given due consideration to defence so made:
- vi. Provided an employee with a reasonable opportunity employee's performance.

C. Termination for Gross Misconduct

Regarding to different circumstances, stipulated under section 76 (3) (a) to (g)

- ##### **D. Termination for redundancy** (any measure adopted or to be adopted in order to minimize the intended retrenchment.

E. Termination due to death

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An employment contract shall come to an end from the date of the employees; his/her heirs are entitled to wages/salaries and any other remuneration due to the employee before employees' death.

61. SUMMARY TERMINATION

Employer is entitled to summarily dismiss an employee and the dismissal shall be termed justified, where the employee has, by his or her conduct indicated that he/she has fundamentally broken his or her obligations arising under the employment contract.

62. DUTIES AND OBLIGATION OF THE EMPLOYER

- i. Universal Intervention and Development Organization will always employed staff who promised to take ownership and full responsibility.
- ii. Universal Intervention and Development Organization will always recruit its employee through normal process where all advertisement must be approved by legal authority of the ruling government.
- iii. Universal Intervention and Development organization will always ensure newly recruited staff are welcome with smiling faced, taking them through proper induction and orientation so that they come to know about UNIDOR culture and how things are done .
- iv. Universal Intervention and Development Organization to always informed newly recruited staff on the culture and operation policy so that staff are not forces to leave because they are not able to performance (UNIDOR) must fund raised to keep technical staff in the programmes.
- v. UNIDOR should always stand to depend its integrity
- vi. UNIDOR should aim to hired a qualify lawyers to deal with all legal matters
- vii. UNIDOR should make sure employee appraisal is happening and well handle
- viii. UNIDOR duties include signing all legal memorandum of understanding (MoU) which are designated to UNIDOR executive director unless if he/she delegated someone to sign the document on his/her behave.
- ix. The Employer (UNIDOR) must take full responsibility toward its employee these include when an employee get in to trouble with local community or authority.
- x. Provide staff with all the entire operational guideline which include the duration of team on duty, plan for staff to go on leave, and that include issuing warning to a employee who commit any crime.
- xi. Focus on Fund raising for the entire programme growth and ensure staff are well motivated


63. DUTIES AND OBLIGATION OF THE EMPLOYEE

- i. Respect of the employment contract and policy guideline
- ii. Respect of the organization leadership and entire management
- iii. Must avoid conflict of interest
- iv. Must avoid cheating the organization and theft.
- v. Are not allow to pass any information to donor without approval from the respective line manager
- vi. Must read all policy guideline and pay good respect to most critical articles
- vii. The employee obligation is to dedicate their own time to deliver the services without any involvement to any kind of politic.
- viii. Report any wrong manner of systems exist which may spoil the name and integrity of the organization



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- ix. Employees to respect their line managers and any manager in the organization
- x. Employees should always stand for their right in case of any disagreeing with fellow colleagues or managers, no staff to be intimidated by any manager on a personal interest and personal dispute.
- xi. Focus on Fund raising for the entire programme growth and ensure staff are well motivated
- xii. The "Employer" shall bring to the attention of the "Employees" at work any work dangers, or hazardous conditions, save them with necessary precautions measures, and provide the protection means.
- xiii. Provide for a decent, clean, and safe workplace environment.
- xiv. To provide training, if necessary, under direct supervision of a well-trained or experienced person(s) in such field.
- xv. To keep records of each and every Employee, for at least a year, from the date of the termination of the Contract. Such records shall include salaries, deductions, annual and sick leaves, dates, numbers, and any other conditions provided for by the Employment Contract.

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SECTION FIVE

64. PERFORMANCE MANAGEMENT SYSTEM

65. POLICY

Universal Intervention and Development Organization (UNIDOR) believed on staff and Organization growth that aims at maintaining a high performance people centric organization culture through dialogue.

Therefore, it is important for all UNIDOR line managers to put in their priority plan, the staff appraisal through dialogue process to encourage frequent dialogue and discussion between employees and their managers or supervisors.

66. PROCESSES

It is a strategic dialogue that takes place between leaders and contributors to help align and achieve UNIDOR strategy and goals as follows.

- Employee performance will cover all full time permanent employees who have been with the organization for at least six months. Employees shall be assessed on ongoing basis.
- Performance appraisal is carried out in an open, fair, frank and orderly manner and must be seen as a positive experience for the employee being assessed and the reviewer.
- Performance shall be officially evaluated once a year in accordance with the organization regulations on Performance Appraisal process is conducted for every employee in every department through the Managers.
- It is a requirement of the Organization that every UNIDOR employee should go through the UNIDOR Dialogue process and that “Smart-I’s” are agreed for every employee with his/her Manager.
- All targets should confirm to the S.M.A.R.T. criteria i.e. Specific, Measurable, Achievable, Realistic and Time bound.


67. PERFORMANCE BONUS

- Performance Bonus shall be applicable to all eligible employees and will not form part of their salaries. The Bonus is, in all cases, not a right of the employee and may not be paid by the Organization.
- Declaration of such bonus is subject to approval from the Board of Directors of the Organization and is linked to the performance of the Organization.

68. PROMOTION

Promotion of an employee would constitute the employee being assigned to a position that has been evaluated to be at a higher grade as compared to the position previously held by the employee, or an upward change in the job grade of the position assumed by the employee owing to significant changes in the responsibilities of the position.

- No employee shall be eligible for promotion unless he/she completes two years in his/her current grade
- Promotion to a higher level position is subject to the availability of such positions.


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- On receiving a promotion, employees will be eligible for their new remuneration and benefits from the date of promotion, in accordance with the Organization's salary scale.
- Employees below regular performance ratings may receive warnings and in all cases are not eligible for promotion.

69. WORK DEMOTIONS

The objective of work demotions is to improve the performance of an employee whose performance is below acceptable standard, by offering the employee the best opportunity to improve in areas of concern. The work demotions can be the compulsory lowering of an employee's job title or status with the employee's knowledge.

Therefore, DEMOTIONS is used only where the employee is unable to meet the requirements of his/her present job but is suitable for continued employment in a lower capacity.

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SECTION SIX

70. TRAINING & DEVELOPMENT

71. POLICY

UNIDOR is committed to creating and maintaining an environment that provides equal opportunities for all employees and to providing learning and development opportunities in order to make employees more efficient and productive. The human resources development policies are committed to ensuring that employees are developed to their full potential.

UNIDOR will provide employees with development and training programs for developing the necessary capabilities to execute the organization requirements. The Organization shall prepare an annual Training Calendar consisting of technical training and management development initiatives. Hence, Training should be related to the nature of the job and the overall Organization's business requirements respectively.

72. PURPOSE OF TRAINING

UNIDOR recognises the value of professional and personal development both to the programme and also to the individual. Where budget and programme objectives dictate UNIDOR will seek to provide appropriate training courses, (either internally, or through outside providers) for staff where it is appropriate and in order to improve their competency and capacity in their work roles. UNIDOR will always contribute if there is fund available but employee may require a contribution toward their course.

73. TYPES OF TRAINING

- **SOFT SKILLS TRAINING:** In-house training, Local training, External Training, Management/Leadership Training.
- **FUNCTIONAL TRAINING:** Competency Based Training and Development Programs.


74. TRAINING CONDITIONS

Employees, who receive a training paid by the Organization, should sign undertaking form committing them to remain in a certain period of time in their position with the Organization. In case they have before such period is elapsed, they will be liable to pay the cost of the training received.

75. PERDIEM OR TRAVEL ALLOWANCE

UNIDOR shall remain supporting its employees in the field level where in every location UNIDOR plans to have a base will provide for accommodation for only its employee.

National Recruited Staff is defined as employees recruited within their home country at national level employment. NRS recruited in their home town are not allow to be accommodated in any of UNIDOR base or compound unless with well defined reason which have to be approved by senior management of the organization. On strong reasons such as natural catastrophes or critical calamities, UNIDOR management can make decision to facilitate the employee (s) to his/her destination to unite with their family members in Kenya, Uganda or Ethiopia.

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UNIDOR will bear responsibility to accommodate and provide the relocation plan in case of emergency/evacuation for staff (s) recruited as national employee and posted in another location not his/her home village or town of origin.

For the field location staff on transferred or relocated to a new work location, without exceptions is entitled to hand-over all equipments/tools of work to the location team leader. In-case a staff is offered accommodation by the organization he/she is entitled to take an under-taking and responsibility towards the organization properties under his/her care.


Food and/or accommodation allowances are paid to employees whom are requested to travel for reasons of work, according to the amounts in the table below.

Food and accommodation allowances for program staff

<i>Place of visit</i>	<i>Full Perdiem - Food allowance per 24 hours (accommodation provided by UNIDOR)</i>
1. Within duty area	
Villages and towns outside the place of residence, when approved by manager	SSP 1000
2. Outside duty area	
Juba	Full Board
Bentiu	SSP 2000
Nairobi	KSH (*) <i>TO BE DISCUSSED</i>
Lodwar	KSH (*) <i>TO BE DISCUSSED</i>
Leer	SSP 1000
Mayendit South and North	SSP 1000
Koch	SSP 1000
Panyinjar	SSP 1000

(*) KSHS is food allowance, and accommodation is provided for by UNIDOR or reimbursable when approved by DO and Logistics beforehand.

(**) Manager's visit to the field location perdiem is USD 100 per 24 hours depending on the organization discretion with the approval from the ED and DO.

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SECTION SEVEN

76. ACHOHOL AND DRUGS POLICY

77. POLICY

The use of drugs and alcohol can impair performance at work, and can cause serious harm to people, damage to assets, effects on the environment and impact on reputation. The Organization wishes to ensure that all employees and contractors recognize this threat, and aims to minimize the risks involved. To achieve this, the following will be UNIDOR policy on Drugs and Alcohol. Whilst the Organization is committed to provide a drug-free at the workplace in addition to essential drugs provided by the Ministry of Health in the government of the Republic South Sudan. The manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited within the organisation, for any reason if UNIDOR is to procure any drugs, all government procedure must be follow any short cut taken and a problem occur the manager who made such decision must faced all charges and later leave the organization, this means when there is needs for drugs UNIDOR Health Manager together with Logistic and Procurement department to raised a request to the ministry of health in Juba, after approval the entire tasks is left to the procurement department , sometimes there are some cases where Executive Director can get request from donors and immediate decision to be made, in such case , Health and Nutrition Manager must be involved in all the communication, so that there is no confusion when it come to reporting .

78. PURPOSE


The Organization recognizes that an employee's state of health may affect his/her ability to perform his/her job, may restrict the kind of work he can perform and may affect his/her future employability. The Organization also recognizes that alcohol and drug abuse rank as major health problems worldwide. This statement of policy is to inform employees of the Organization's view point on physical or behavioural disorders resulting from use of drugs and alcohol, to encourage an enlightened attitude towards these disorders and to provide guidelines for consistent handling, throughout the organization, of problems resulting from alcohol and drug use.

79. DRINKING IN THE WORK PLACE

Universal Intervention and Development Organization (UNIDOR) is a Christian organization with strong believe in all what our core values state ,and this can never be change by any UNIDOR staff or manager with their own interest, and personality therefore UNIDOR will not allow or tolerate any behaviour of staff observed to have been involved in drinking alcohol during working hours or coming to UNIDOR base with any kind of alcohol for consumption in the base. However staffs are allowed to consume alcohol outside the base and come to base normal.

80. SMOKING IN THE WORK PLACE

Universal Intervention and Development Organization maintain the same value like any other Christian organization and therefore staff who are employed and already smoking , UNIDOR have no any problem with them, however there should be no smoking in any working offices, staff are expected to walk outside the office and come back to office after their smoking is over.

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SECTION EIGHT

81. DISCIPLINARY & GRIEVANCE PROCEDURES

82. POLICY


Discipline is a system designed to promote orderly conduct.

The maintenance of workplace discipline is strictly a function of line management. Human Resources should be available to assist line management where required. Formal disciplinary action should be the final course of action in rectifying employee behaviour. Disciplinary action should be supported through investigation, reasonable evidence of guilt and careful consideration of the circumstances of each case before formal action is taken. It is desirable for sound interpersonal relations within UNIDOR that line manager where possible resolves disciplinary matters by means of informal disciplinary action. Informal disciplinary action can take the form of either a verbal warning or counselling. Disciplinary action should always be prompt, fair and firm. While every attempt has been made to ensure that this Disciplinary Code is applicable to general disciplinary instances in UNIDOR, the requirement for use of discretion within the framework of and in accordance with the spirit of the code may be required. A successful disciplinary system and climate is dependent on the good judgment, understanding and consistent treatment of the parties involved in disciplinary action.

83. SUSPENSION:

An employee may be suspended from work immediately if he/she has allegedly committed or is allegedly involved in any one of the following offences:

- Assault/attempted assault
- Desertion
- Sleeping on duty
- Negligent loss, driving, damage or misuse of organization property
- Abuse of electronic/data facilities
- Sexual Harassment
- Fighting
- Riotous Behaviour
- Alcohol and drug offences
- Wilful loss, damage or misuse of organization property
- Theft/Unauthorized possession of organization property
- Breach of Trust
- Offences related to dishonesty
- Offences related to Industrial Action
- Any act or omission which intentionally endangers the health or safety of others, or is likely to cause damage to organization property
- Interference with disciplinary and/or grievance investigations.
- Abusive or provocative language (when it is likely to cause a disturbance)
- Insubordination (if the situation shows signs of getting out of control)
- Persistent refusal to obey instructions.

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- In certain instances the Manager will recommend that the offender be removed from the work place pending investigation of the case. He/she will take immediate steps to report the matter to his/her immediate line manager, who will raise the matter with the HR Manager.

Therefore, Irrespective of the outcome, the employee will be paid for days he/she was suspended

84. DISCIPLINE

Appropriate discipline will normally occur in the following circumstances:

- Failure to co-operate with the implementation of this policy
- Failure to comply with the appropriate rehabilitation procedures

In summary, the Organization will always assist employee to achieve treatment and rehabilitation in cases of alcohol and drug dependency, to the extent that, in good faith, it can be expected to do so. However, if this help fails and behaviour remains affected, alcohol and drug dependency may lead to disciplinary action or termination of employment

85. GRIEVANCE

86. POLICY


UNIDOR will always pay fundamental attention to any staff that raised an emotion of whatever reason that may make them unhappy, staff are advised not to take any work grievances as personal, there has to be a clear channels to reports staff grievance and best ways to address them.

87. PROCEDURE

The Grievance Procedure is aimed at resolving work related grievances within UNIDOR as fairly and as swiftly as possible. Grievances are feelings of injustice or dissatisfaction affecting an employee. This Procedure is not used for appeals against disciplinary action. Grievances should be resolved at the lowest possible level within UNIDOR. Employee must discuss his grievance with his immediate line manager or the latter's manager in the event of a grievance against an immediate manager.

88. NON-ADHERNCE TO POLICY

In cases where UNIDOR employees are in non compliance with the organization's "No Smoking and Drinking" policies the names of the employees concerned will be reported to Executive Director's for further action.

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SECTION NINE

89. OTHER PROVISIONS AND USAGE OF ORGANIZATION FACILITIES

90. WEAPONS

Employees are not permitted to carry weapons, arms or ammunition on any of its vehicles unless authorized i.e. UNIDOR for any reason can hire a security guards holding gun from an authorized security company, otherwise it is not be acceptable to allow any UNIDOR staff to posses arms in its premises or vehicles.

91. UNIDOR AND MEDIA

Employees are strictly forbidden to release to the media any information or statements about their job or about UNIDOR activities. The reasons for such actions include the possibility that individual staff might not be aware of security issues or unwarranted consequences of specific media report writing.

Therefore, all information related to UNIDOR's operations, shall be treated with utmost confidentiality and employees will not disclose any information to the public unless authorized by the **UNIDOR Executive Director** in written form.

92. LOSS OF MONEY OR ANY UNIDOR PROPERTY

Those UNIDOR employees who have been granted UNIDOR account are responsible to keep an accurate record of the money given. A complete guideline on the accounts procedure is issued to every account holder.


In the event that money is lost or stolen the person should notify the UNIDOR line manager or their immediate manager straight away in order to take appropriate action. Any employee found to be careless with their accounts or of any money given to them by a UNIDOR account holder, may face disciplinary action and will be required to pay back any money that has not been accounted for. Cheating of fake receipt will be of a serious offence and may result in termination of employee contract (if not given a written warning letter to sign).

93. BRIBES AND FINES

UNIDOR does not permit any of its personnel to offer or receive bribes in the form of money, goods or any other services under any circumstance. A bribe is defined as whatever inducement offered or given (such as money or a favour) to a person in order to influence that person's view or conduct. Employees found to be giving or receiving bribes are subject to summary dismissal (as written in the Disciplinary procedure).

Court fines or penalties for traffic offences involving UNIDOR vehicles will only be reimbursed where the fault is found to be that of UNIDOR. These might be a defective vehicle, an expired road license, expired insurance, etc. Although it is the responsibility of the logistics department to ensure that these items are dealt with, it is advisable that the employee also checks before getting into a UNIDOR vehicle to ensure all papers up to date. Other fines such as speeding, parking in an incorrect area, towing charges etc. will be paid for by the employee.

Therefore, when a UNIDOR employees is found to have made an illegal agreement with a person to cheat on cash, a person will be punished by the management and if not convince taken to court.

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94. END OF YEAR BONUS

At the end of the year, UNIDOR may provide a bonus that shall be determined by UNIDOR management. However this shall be on pro-rata basis and is not a guarantee. Staffs joining UNIDOR in middle of the year are not entitled to any bonus.

UNIDOR staffs who are involved in training should qualify for bonus soon after the end of the training and this is to be communicated by the management before the start of the training. However, if this is not communicated, staffs need to be informed of reason for not qualifying for the bonus award.

95. TRANSPORT

All staff recruited from Juba to field locations will always be facilitated back to Juba and get to their destination on their own cost unless approved by specific donor. Always UNIDOR desire to professional job and if there is need to recruit somebody from other nationality shall be recruited under the same condition of service.

UNIDOR will always be responsible to book staff from field locations to Juba only when the staffs are going for holiday. For family related issues transportation shall be treated at a different level that is depending on donor funding allocation on transportation allowances visits outside South Sudan. Hence, both Nationals and International staffs employed from South Sudan transportation to the country of origin will depend on the management discretion to apply approval either by means of air or road.

96. DUTY EXPENSES

Expenses for duties requested by UNIDOR will be reimbursed based on duly prepared and approved purchase requests. Purchases made without approval by the UNIDOR administration/management will not be reimbursed. When an employee has to spend one night or more away from home for work purposes, all living and travel expenses will be reimbursed as indicated above. Permission to claim expenses must be obtained prior to the event.


All expenses must be approved by relevant line manager and if possible always seek Executive Director approvable. There has to be a clear activities plan which indicates all requirement and cost expected approved by the Executive Director. If cash is borrowed for work activities purposes before approval from Executive Director the person concern will bear the responsibility.

97. USE OF COMMUNICATION EQUIPMENT

Use of UNIDOR communication equipment is for official use only. Use of communication equipment for personal purposes is not allowed, unless specific permission has been received from UNIDOR management. If staff used his/her money to communicate official work UNIDOR will reimburse the staff upon remitting an official receipts to finance department. This is to keep track on expenditures, audits and accountability purpose.

98. COMPUTERS, INTERNET AND E-MAIL

UNIDOR may provide employees with computer equipment and capabilities, including Internet access, to help them perform their job. The use of computers, the Internet, and software, should be done strictly in accordance with the policies issued by the Information Systems Department. Staffs who are given organization equipments/tools for work must take good care of them as they remain UNIDOR properties.

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99. UNIDOR VEHICLES AND MOTOR BIKE

UNIDOR vehicles and any other assets must be under registration and management of logistic and procurement department therefore the right of using all these must be regulated by the logistic policy, UNIDOR will always follow any insurance policy and make sure driver is employed to use the vehicles and motor bike without official signed contract.

100. DRIVING POLICY FOR STAFF

When a UNIDOR employee needs to drive on official UNIDOR duty, they must hold a valid driving license at the time of employment and they should have passed the UNIDOR driving test (done by the UNIDOR driver mechanic). It is the responsibility of the employee to ensure that the driving license remains valid. In case of any accident, employees are required to fill in an incident report to be submitted to the UNIDOR logistic manager who regulates the driving of organization vehicles.

101. SECURITY GUIDELINES

All UNIDOR staff has to adhere to UNIDOR security guidelines as provided by the Executive Director or authorized Manager.

UNIDOR closely follow the UN Security rules and regulations for safety of staff therefore in case of any security UNIDOR seek advice from UN security team.


102. MODIFICATION

UNIDOR has the right to modify the present regulations at any time.

103. LAW APPLICABLE

Unless otherwise stipulated herein, local legislation governs relations between UNIDOR and the employee and in all cases minimum requirements, as set by applicable law will be met by UNIDOR.

However, UNIDOR and the employee will always endeavour to resolve any differences through negotiation in a spirit of mutual goodwill.

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ANNEX 1: MINIMUM STANDARD GUIDELINES

SUMMMRYOFMINIMUM STANDARDS FOR THE PROTECTION OF WOMEN AND CHILDREN AGAINST SEXUAL ABUSE AND EXPLOITATION

INTRODUCTION

The humanitarian community working in South Sudan recognizes that sexual abuse and exploitation is a challenge in our working environment and accepts that though many of our organizations have documents and policies to address some of the concerns surrounding the problem, but the problem persists.

We acknowledge that abusive behaviour thrives in secrecy and that no organization is immune to the problem, hence all humanitarian organizations have a duty to protect vulnerable groups and a responsibility to ensure that members of our beneficiary populations are treated with dignity and respect. While bearing in mind traditional practices which may expose women to abusive and exploitative circumstances, all members and partners of the humanitarian community are obligated to maintaining an environment which promotes the prevention of sexual abuse and exploitation by its representatives in all areas of Southern Sudan.

PURPOSE

These minimum standards aim to facilitate collective responsibility by complementing and strengthening similar documents, policies and other instruments within individual agencies and serve as guiding principles for organizations and their staff on obligations placed upon them by mandate and nature of work particularly as pertains to sexual behaviour. The minimum standards aim to also protect children and women from sexual abuse and exploitation that may be perpetrated by representatives of the humanitarian community.

APPLICATION


The minimum standards apply to staff member of all humanitarian organizations and their partners working in Sudan including; all workers engaged by humanitarian agencies, whether internationally or nationally recruited, or formally or informally retained from the beneficiary community, to conduct the activities of that agency.¹

MINIMUM STANDARDS

Humanitarian workers and partners in the Sudan humanitarian operations shall adhere to the following principles:

1. Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment.
2. Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defence.
3. Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited; this includes exchange of assistance that is due to beneficiaries.
4. Sexual relationships between humanitarian workers and beneficiaries are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work.
5. Where a humanitarian worker develops concerns or suspicions regarding sexual or exploitation by a fellow worker, whether in the same agency or not, s/he must report such concern via established reporting mechanism.

¹ IASC Task Force on Preventing Sexual Exploitation and Abuse in Humanitarian Crises 2002.

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- Humanitarian workers are obliged to create and maintain an environment which prevents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibility to support and develop systems which maintaining this environments.

OBLIGATION

These minimum standards will be signed by and on behalf of all organizations working in South Sudan as a form of commitment to:

- Define and clarify all steps required for response to incidents of sexual abuse and exploitation and disseminated to all staff and partners.
- Ensure any breaches of the standards are immediately reported within the established reporting mechanisms of the relevant organization.
- Ensure prompt investigations of allegations of sexual abuse and exploitation through proper investigative measures which ascertain the facts of the incident.
- Collaborate in a coordinated and common reporting and investigative system established for all humanitarian organizations working in South Sudan.

Signing on

I (NAME)

OF (ORGANISATION)


UNIDOR SOUTHERN SUDAN

ON THIS DAY OF

SIGNATURE

COMMIT MYSELF AND/OR MY ORGANIZATION TO MINIMUM STANDARDS FOR THE PROTECTION OF WOMEN AND CHILDREN AGAINST SEXUAL ABUSE AND EXPLOITATION IN THE CONTEST OF SUDAN.


(This being a summary of the said standards)

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ANNEX 2: STAFF NOTICE OF SICKNESS

If an employee felt unwell they need to get sick leave from the doctor and therefore UNIDOR is able to grant them sick leave however no sick leave to exceed two weeks.

ANNEX 3: APPRAISAL FORMAT

To:		
Job Title:		
From:	Line Manager	
Position:		
Date:		
Pages:		
Cc.:		
Other information:	Is this needed?	

GENERAL DISCUSSION

Organization (what do you think of UNIDOR , the values, working for UNIDOR , atmosphere etc.)

Relationships & working condition (relationship with other staff & with leaders, support, family, working environment, facilities)




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Personal (peace, joy, doubts, difficulties, team dynamics, holiday, sickness, future plans, general well-being of appraise, prayer points)

OBJECTIVES FOR PAST REVIEW PERIOD

At this moment, do you think that your skills are underused or over stretched? Review and shortly discuss major areas of work. What, if any, changes are necessary?

Success indicators	Comments on achievements/examples	Met?
Objective 1 -		
Objective 2 -		
Objective 3 -		

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ANNEX 4: PERFORMANCE FACTORS

Dependability	(Indicate here: meeting commitments, independence, accountability acceptance, changes dealt with, focus under pressure)
Communication	(Indicate here: good listener, clear and directly responses, seeks to clarify and confirm the accuracy of their understanding of unfamiliar or vague terms, makes communication clear and easy to understand)
Job Knowledge	(Indicate here: understanding of job duties and responsibilities, necessary job skills and knowledge, understanding & operating equipment, understanding/promoting UNIDOR mission and value)
Problem Solving	(Indicate here: what response is to problems (preventative/anticipating), overcoming obstacles, generating alternative solutions, helps to solve team problems).
Productivity	(Indicate here: managing a fair workload, additional responsibilities taken on, managing priorities, managing time, developing and following work procedures).
Quality	(Indicate here: eye for detail and accuracy, supporting quality standards, improvements made, monitoring quality levels, acting on quality problems)
Teamwork	(Indicate here: contributes to team projects, exchanging ideas, preventing and resolving conflicts, developing positive working relationships, promoting mutual respect, flexibility, open minded)
Planning and Organizing Effectiveness	(Indicate here: balance short and long-term goals, developing realistic plans, coordinating and cooperating with others).
Performance Summary	(when providing comments, consider the employee's performance against objectives, key factors from the Performance Factors section above and strengths/potential improvements)

NEW OBJECTIVES:

Indicators	Comments on achievements/examples
Objective 1 -	
Objective 2 -	
Objective 3 -	



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PERFORMANCE PLAN:

Identify specific actions/behaviors the employee needs to start doing, stop doing, and/or continue doing in the upcoming performance period and identify how this will be achieved and by when.

Employee comments


Signatures

Employee Signature

Date:

Appraiser's Signature

Date:

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ANNEX 5: DISCIPLINARY PROCEDURE

As part of the Staff Contract Model

General issues

1. No employee can be punished in reason of his origin, his sex, his age, his family situation, his ethnic, his country, his political opinion, his religious convictions, his physical appearance, his health situation and his handicap.
2. Failure to keep the rules mentioned in the contract or to not fulfil the assigned tasks satisfactorily mentioned in the contract will result in the issue of a verbal and/or written warning.
3. A written warning must be signed by the UNIDOR Line Manager, and the employee. A copy of the warning should be kept in the employee file.
4. If behaviour persists then the contract will be terminated.
5. UNIDOR has the right to terminate the employee's contract when the employee reaches a final warning and/or makes another offense.
6. If UNIDOR ceases to work in this area, then the employee may be released.
7. The employee may also be released from their duties if UNIDOR's funding is reduced or withdrawn.

OFFENCES	PUNISHMENTS
<ul style="list-style-type: none"> • Unjustified / unauthorised absences of less than one day: • Late arrival to work by 30 minutes or more. • Leaving the work before the closing up time without permission or acceptable excuse. • Leaving work during working hours without an acceptable excuse or permission 	<ul style="list-style-type: none"> • First warning • Second warning • Final warning • Termination of contract
Absence without permission or lawful cause from 1 to 3 days.	<ul style="list-style-type: none"> • First warning and payment deduction of days absent • Second warning and payment deduction of days absent • Final warning and payment deduction of days absent • Termination of contract
Absence without permission or lawful cause from 4 to 6 days.	<ul style="list-style-type: none"> • First warning and payment deduction of days absent • Final warning and payment deduction of days absent • Termination of contract
Absence for more than seven days without legal excuse or/and notice.	<ul style="list-style-type: none"> • Payment deduction of days absent and termination of contract.
Justified absences (holiday- sick- accident leave) <ul style="list-style-type: none"> • No information to UNIDOR within 24 hours 	<ul style="list-style-type: none"> • First warning • Second warning



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<ul style="list-style-type: none"> • Non-return of sickness certificate within 3 days. 	<ul style="list-style-type: none"> • Final warning • Termination of contract
<p>Any personal activities which are continually carried out during working hours, such as:</p> <p>Reading newspapers, sleeping, receiving guests, receiving or making personal phone calls etc.</p>	<ul style="list-style-type: none"> • First warning • Second warning • Final warning • Termination of contract
<p>Working with some other employers during working hours, with or without payment, without permission</p>	<ul style="list-style-type: none"> • Second warning • Final warning • Termination of contract
<p>Using office material, vehicles as well as other equipment for personal use or without authorization</p>	<ul style="list-style-type: none"> • Second warning • Final warning • Termination of contract
<p>Disobeying supervisors or manager's orders, breaking instructions or disobeying orders & regulations</p> <ul style="list-style-type: none"> • (this also counts for lying etc.) 	<ul style="list-style-type: none"> • Second warning • Final warning • Termination of contract
<p>Deliberately or repeatedly not producing required invoices regarding his/her working expenses.</p>	<ul style="list-style-type: none"> • Second warning • Final warning • Termination of contract
<p>Refusing to perform work agreed upon the contract.</p>	<ul style="list-style-type: none"> • Termination of contract
<p>Issuing life-threatening threats to UNIDOR members or staff or beneficiaries.</p>	<ul style="list-style-type: none"> • Termination of contract
<p>Acts of negligence, carelessness resulting in damage of UNIDOR material and property as well as financial loss or putting at risk the life of persons</p>	<ul style="list-style-type: none"> • Termination of contract
<p>Mishandling or carelessness in performing job, which results or could result in damage or semi-damage.</p>	<ul style="list-style-type: none"> • Final warning • Termination of contract
<p>Any deliberate action against the reputation, interest and image of UNIDOR , including:</p> <ul style="list-style-type: none"> • Defamation of UNIDOR , of its work or of its employees • Knowingly producing wrong data or information to or about UNIDOR and its employees. • Destroying any formal documents regarding UNIDOR s work. 	<ul style="list-style-type: none"> • Final warning • Termination of contract
<p>Receiving gifts or asking for bribe of any kind from any person, direct or indirect to UNIDOR 's work</p>	<ul style="list-style-type: none"> • Final warning • Termination of contract
<p>Refusing to sign a warning</p>	<ul style="list-style-type: none"> • Notification of the cases to the labour office • In case of refusing to sign in front of the labour office, termination of contract
<p>Theft and fraud, including:</p> <ul style="list-style-type: none"> • Using forged documents under UNIDOR 's name • Obtaining UNIDOR's employment on the basis of false or misleading statements 	<ul style="list-style-type: none"> • Termination of contract
<p>None respect of internal security rules or disobeying written safety instructions</p>	<ul style="list-style-type: none"> • Termination of contract



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Breaking of professional reserve, including <ul style="list-style-type: none"> • Making confidential data or information regarding UNIDOR public • Making any publication or declaration on UNIDOR without authorization 	<ul style="list-style-type: none"> • Termination of contract
Acting in a shameful way in the work field or none respect for UNIDOR including: <ul style="list-style-type: none"> • Actions or behaviour denoting moral or sexual harassment and/or discrimination • Political and religious proselytising 	<ul style="list-style-type: none"> • Termination of contract
Serious aggression, violent behaviour to and physical assault (slapping, kicking, hitting) of any UNIDOR staff or beneficiary with or without reason	<ul style="list-style-type: none"> • Termination of contract
Carriage or possession of arms and weapons in the work place	<ul style="list-style-type: none"> • Termination of contract
Being under the influence of alcohol or any drug during working hours (witnessed by two UNIDOR -Personnel).	<ul style="list-style-type: none"> • Termination of contract
Crime conviction	<ul style="list-style-type: none"> • Termination of contract

FINAL DISPOSITIONS

Any contract modification or penal code modification is required in a written form. This document is part of the contract.

UNIDOR reserves the right to make reasonable minor changes to any of the terms of this penal code from time to time, but will always have to be approved by the Labour Office.

Any cases not mentioned in this Disciplinary procedure should follow the current Labour Law and UNIDOR Regulation approved by the Labour Office.

The employee acknowledges acceptance of the terms and conditions of this penal code and agrees to be bound by the terms and conditions set out above.

For UNIDOR:

The Employee:

UNIDOR Executive Director

Name:

Title:

Date: _____

Date: _____