



# **UNIVERSAL INTERVENTION AND DEVELOPMENT ORGANIZATION**

**HUMAN RESOURCE AND PERSONNEL  
POLICY REVISED FEBRUARY 2022**



## **Universal Intervention and Development Organization (UNIDOR)**

### **HUMAN RESOURCE AND PERSONNEL POLICY REVISED FEBRUARY 2022**

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## 1. SECTION ONE (1) INTRODUCTION OF THE ORGANIZATION

Universal Intervention and Development Organization (UNIDOR), is a National and Christian Organization found in 2004. The organization is legally register by Relief and rehabilitation Commission (RRC) in South Sudan .UNIDOR is a member of South Sudan NGOs forum as well a member of different working clusters.

UNIDOR operational Philosophy is to build community through implementation of multisectoral Projects and programmes , we work to empower communities and build their capacity to be self reliance/ relisience, UNIDOR operate with in the four (4) humanitarian core principle actions as detail below :

- a) **Humanity:** Human suffering must be addressed when ever it is reported and found and fund secured to response base on the needs and urgency . indeed UNIDOR response through multisectoral project implementation.
- b) **Impartiality:** Humanitarian action and services bust be carried out on the bases of needs and demand only . The services are given to those who are define as vulnerable regardless of nationality , tribes, religious , race , and political dynamic, we deal with any human being in needs.
- c) **Neutrality:** UNIDOR stand to operate and response to any community needs , with its neutrality as core principle , this means any staff recruited must never take any side when there is a political division and differences in the country
- d) **Independence:** as we said humanitarian and action and service must be autonomous from any political influence and forces , therefore UNIDOR R implement all project base on donors requirement and policy any staff found or report to have used our service for any other favour(SEA) must be discipline and terminate from services

## 2. SECTION TWO (2) UNIDOR GOAL

To deliver Life serving activities in a very professional manner

with out creating any harm to beneficiaries

### **3. SECTION THREE (3) ORGANIZATION VISION , MISSION, AND CORE VALUE**

#### **UNIDOR VISION STATEMENT**

To be a partner of choice in community transformation

#### **UNIDOR MISSION STATEMENT**

To alleviate suffering ,resolved conflict, prevent humanitarian crisis and save live.

#### **UNIDOR CORE VALUES**

1. Faith in God
2. Partnership
3. Transformation
4. Accountability and transparency
5. Neutrality

### **4. SECTION FOUR (4) POLICIES EXIST**

The following are governing policies exist in UNIDOR as an organization

1. Human Resource and Personnel Policy
2. Finance Policy
3. Logistic , transport and Procurement Policy
4. Safety and security Policy
5. Code of Conduct Policy
6. Conflicts of Interest Policy
7. Fraud Policy
8. Value for Money Policy
9. Prevention of sexual exploitation and abuses (PSEA) Policy
10. Whistleblowing Policy
11. Anti-corruption and compliance policy
12. Drugs , Alcohol and smoking Policy
13. Child Protection Policy
14. Asset Management Policy
15. Insurance Policy
16. Forex exchange Policy

## 17. Recruitment Policy

### 5. SECTION FIVE (5) CATEGORIES OF EMPLOYEE

UNIDOR have different categories of employees .

1. National Recruited staff (NRS)
2. International Recruited staff (IRS)

#### A) NATIONAL RECRUITED STAFF (NRS)

##### **Definition:**

National recruited staff are staff who are recruited in the country some are Programme , some are supported staff and because UNIDOR work in partnership with Ministry of Health we have country Health department (CHD) this is a systems purely supported by Health Pool Fund (HPF). Therefore under this policy NRS Programme staff are entitled to the task and services .

- Every Programme Manager is able to fund raised or mobilized fund for the department this mean they must have skills and experience of writing Technical proposal for funding
- They must be able to write technical report and meet donors reporting deadline
- They must have knowledge and technical experience to empower the junior staff to implement project funded according to the timeframe agreed with funding partner
- Programme Managers are made to be Juba base employee to have their 80% of work in Juba this is because Juba is where all coordination with donors and government taking place therefore participating in the clusters require them to be around
  - They are entitled to Annual leave
  - Maternity and Paternity Leave according to the law provision of the land
- Programme Manager who have family outside the country and manage to mobilized fund shall have International flight from Juba to the capital city of that country two (2) return flight a year



- National recruited staff are not entitle to R&R
- National recruited staff are not suppose to be accommodated in their own county of staff unless they have specific needs and security fear or threat in that case they can meet their cost of accommodation in the base
- NRS are not entitle to Cost of Living allowance (COLA) however Programme managers can be consider with bonus to appreciated their work of bringing fund to the department and to the organization , this provision depend on availability of fund and must not be made a compulsory SMT have the authority to suspend this from the manager who received it , this is because UNIDOR is a national organization with limited fund available who are project base organization and we can only do what is necessary when fund allow
- UNIDOR Provide support for county entry VISA if demand , covid 19 test and all receipt must be given to finance for accountability
- Base on the country national Law every employee is entitle to National Social Insurance Fund (NSIF) contribution in which employee contribute 8% of their basic salary a month and employer contribute 8% of employee basic salary a month
- Employee have the right to be medically supported unfortunately most National NGOs donors do not accept this and therefore medical coverage is on reimburse modules in which each employee is allow to spend up to maximum of two hundred US Dollars (\$200 USD) a year they can spent this using their cash and UNIDOR can refund up to this limit
- South Sudan is a fragile state therefore if an individual is recruited and feel unsafe in a certain location they must report the matter to the leadership so that decision is made to cancelled the posting arrangement or removing

the staff in such situation

- NRS are warn not to get involved in any domestic politic because that convicted UNIDOR as an employer should any individual reported to have been deeply involved in domestic politice the management have the right to terminated the contract of such staff
- All employee life span must go with Project approved by the donor

b) **International Recruited staff (IRS)**

**Definition:**

Due to the competition in the market of humanitarian services National Organization who compete best are the one who recruited More technical staff and because of this reason None South Sudanese National who have technical experience and knowledge are recruited in key department to help boost fund raising therefore they are entitle to the following services .

- They are entitle to two (2) return International flight to their country
- Provision of cash for Covid 19 test both in South Sudan and their country on return
- They are provided with country entry VISA
- They are to be provided with Work Permit as require by South Sudan Law
- Only Programme Managers are entitle to Cost of Living allowance (COLA)
- Annual Leave
- They are entitle to R&R after a rotation of 8-13 weeks or more each week have one day R&R off However UNIDOR have no additional flight for this therefore it has to go with annual leave and if individual able to meet their flight well and good
- Maternity and Paternity leave this have no flight of its own
- Medical covers follow the same definition of National staff

## Service not offer by UNIDOR during the IRS contract period include

- ❖ Alliance registration
- ❖ Passport Process
- ❖ Driving license Process

With all these services UNIDOR Senior management have the discretion to remove or add any services to the employees , further when employee are issue termination notification or when they resign they will not be pay the privileges bonuses include COLA unless authorized by the leadership on reason of their best knowledge

## 6. SECTION SIX (6) THE ORGANIZATION STRUCTURE AND GOVERNANCE

UNIDOR have a clear Structure and the higher organ is the board of Directors who comprised of seven (7) Profession members from Professional background and different national for detail of each function see below

- a) The board of Directors (BOD) : The BoD is the higher organs of UNIDOR , who remain supreme body they make final decision , the board have 7 members with detail functional as detail below
  - ❖ Chairperson: is the head of the team have the supreme authority over the organization and the board members. He/she have double vote in case of tie vote during the election of the board , he/she chair all UNIDOR official meeting unless if he/she delegate the authority to either vice or secretary , he/she approved UNIDOR Internal audit reports before it can be share with other partners or donors sometime when there is an absolute emergency which demand signature of a certain document vice and secretary can take responsibility to sign and inform the chair later this only applied when the chair live out site the country
  - ❖ **Vice chairperson:** Is the deputy chairperson he/she chair

all board meeting in the absent of chair and even in present of chair the chair delegate such take to te deputy , he/she sign UNIDOR legal documents in the absent of the chair but with approval in writing by the chair email and physical written document can do best , The deputy chair is the main administrator on any board daily activities , and he/she work closely with the secretary General to get monthly update of the organization .

- ❖ **Secretary General:** is the same as executive Director of UNIDOR , he/she will always service as secretary General of the board , his/her main roles is to organized any board plan meeting , communicate the date who also served as executive Director of the organization on full time contract of employment is the third person and responsible for all the organization communication , also responsible and have the supreme authority over the organization he/she is the final decision making person , approved recruitment , and is a principle signatory to the organization account , is responsible for entire communication for board and as well for organization
- ❖ **Treasurer:** Is the fourth position to the board , he/she take responsibility of working closely with finance team specially with finance manager to make sure right expenses, right report is done , treasurer can be a signatory to the organization account , in addition finance manager to be signatory to easy the team support in case the treasurer is not available .
- ❖ **The two** board members are support team and help in decision when the board go for election the two members can help bridging the gap , they are also serve as technical advisors to the board members
- b) **Executive Director (ED):** Report to the board of Director chairperson , ED is the supreme and final decision maker at the organization level , he/she can be the team lead-

er to the senior management team (SMT) , he/she is the supervisor to the organization operations , he/she responsible to signed any legal documents include donors fund agreement , government official agreement , unless if delegate to any of the senior management team , he/she is to approved for any recruitment request by respected department after donors approval., advise human Resource and Personnel manager on any staff notification.

- c) **Senior Management team (SMT):** These are the management team who make final decision on behave of the organization against the operations and employee ,these team comprise of Executive Director (ED), Director of Programme,(DP) Director of Operation (DO) ,Finance (Manager FM) and Human resource and Personnel Manager (HRM), they do not have specific meeting Schedule but meet when ever a demand is raised , when there is an issue to be discuss ED call the meeting and make team discuss and make resolution on the matter .
- d) **Middle Management Team (MMT)** these comprise of all the Programme Managers , support managers , this body meet quarterly to review three (3) months achievement, challenge and future planning , this team is lead by the director of the programme who make sure each programme manager perform as expected , each programme manager are responsible for fund mobilization , technical report to the donors on deadline , supervised project implementation in the field , support managers are also task to make sure they provide technical support demand , these are sectors of monitoring, Evaluation, Accountability and Learning (MEAL) , Logistic, transport and procurement , department ,Human Resource and Personnel department , Safety and Security department , Information and communication , technology (ICT) the Director of Programme is fully responsible to make sure managers

quarterly meeting take place and inform Executive Director in case of any reason not to have meeting , further if ED is require to attend for any major decision and support, this meeting should be best plan and communicate in advance include the venue and what finance will be require .

- e) SMT have authorities to provide reporting instruction to any department so that no confusion and every individual is task to performance their expected roles

## **IMPORTANT OF POLICIES IN ANY RUNNING ORGANIZATION**

Policies are written and make available in any organization for clear guidance of the operation and procedure, when a new person join the organization they do not know anything about the organization therefore the availability of policies make employee life easy , clear policies removed fear of mistake. Policies also make partnership easy because each partner policy stand and respected some article can be compromised or merge to meet the interest of both parties

## **WHO NEED THE POLICIES IN ANY ORGANIZATION -EMPLOYER**

- The Management
- Donors
- Auditors
- Employees

## **7. SECTION SEVEN (7) 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 , cultural and political dynamic and background . UNIDOR 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.

## UNIDOR FAITH AND DOCTRINE

UNIDOR is a Christian base organization therefore by constitution and this HR policy it should maintain its faith by having devotion at all the working bases except if only one or two staff in the base, therefore the management selected **Monday, Wednesday and Friday** a week, each base choose their convenient time. The reason for devotion is to nourish the faith for those who are Christian, it is also made as part of team building dynamic, Devotion is not made a compulsory to the staff however if staff is not attending its raised concern of what is affecting such employee, non Christian employee are allowed not to attend the devotion but they must disclose their strength of faith, tell their religion during interview so that it is recorded. UNIDOR has the culture of brethren

## 8. SECTION EIGHT (8) CODE OF CONDUCT

All UNIDOR employees are demanded to sign the Code of conduct when they first join the organization. This document is in addition to other documents given by the Human Resource department.

### **PREVENTION OF SEXUAL EXPLOITATION AND ABUSE/ HARRASSMENT (PSEA)**

**Definition : PSEA** is an act by a person on the position and used his/her position to exploit the person who is vulnerable, some one under your supervision or care, this includes beneficiaries whom we served at the community level, in most cases community see us as real survivors to their needs and therefore when a humanitarian worker turns to be using humanitarian services for sexual provision which is not allowed. Therefore as part of the policy **PSEA is a zero tolerance** what this means is any staff involved in to any practice of SEA and confirm if they did not resign the management takes decision to terminate the contract of employment. Therefore any employee who joins UNIDOR is given PSEA policy who have the extreme details of what is not accepted.

**Sexual Exploitation:** means any actual or attempted abuses of a

position of vulnerability , differential power or trust for sexual purpose , including but not limited to profiting , monetary or otherwise ,

**Sexual Abuse:** mean actual or threaten physical intrusion or assault of sexual nature where the action is made by force under unequal or coercive condition

Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries. 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.

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 regarding the age of a child is not a defense.

**Sexual exploitation and abuses is a zero tolerance** and no one is immune even the senior management team should any one report and confirm , they must immediately resigned to leave the job or terminated

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 Violation of the same would lead to summary dismissal. UNIDOR shall observed the manner of which its employees interact , if two employees felt in love with one another and decided to have an affairs , The Management of UNIDOR must be inform officially by the two so that it is not in the category of the exploitation both be consider as couples . The management will then make the plan to separate them from working in the same department perhaps they can be assigned in different locations and reunited them during leave days where both of them can take leave or R&R at the same time. UNIDOR



must inform all newly recruited staff from day one if they will be comfortable with such arrangement and if they will not then they made best decision for themselves.

## **9. SECTION NINE (9) TEAM WORK , BUILDING AND DYNAMIC**

UNIDOR strongly believed in team work and team building , therefore we strive to make sure every individual contribution is recognized we encourage team work to build love of what they do and commit to do employee are the brand and visibility of the organization , UNIDOR service are well advance by each individual working for UNIDOR , is a gift and task that God made it for you as individual to be part of our golden team , As believer we took quotes from Paul letters to **1<sup>st</sup> Corinthian 13Vs 4-5** Love is kind, patience , proud , Love never cheat or get tired of doing good job. We employed employees from technical and professional background and region and we are proud of their presentation .

## **10. SECTION TEN (10) THE CONFLICT OF INTEREST**

UNIDOR conflict of interest is a policy which governance the employees during their working time with UNIDOR , No employee to be allow to run double business with in the same organization, employee are asked to declare any kind of business they run , if it has no link with Humanitarian work UNIDOR involved in and it is happening after work , UNIDOR will have no issue but allow the staff to make what is good for them. When an employee is issue a contract of employment , conflict of interest must be part of the documentation received and signed after careful reading them.

## 11. SECTION ELEVEN (11) RECRUITMENT ,SELECTION AND SHORTLISTING PROCESS

### UNIDOR HAVE TWO TYPES OF RECRUITMENT

- a) Internal recruitment: this is when there is a vacant and the management decided to promote any of the employee therefore the process is for the management to contact respective line manager of potential candidate in any of the respective department , second process is when the management can decided to invited applications with employees working for UNIDOR different department , specified the require qualification . the other process is when a potential candidate is expected in the department , the management asked the head of department to convince meeting to deliberate on who is capable to take over the job then the manager give feed back to the management in writing citing the minutes
- b) **External Recruitment** : This is when a vacant is approved by respective donor, to the department the respective department Manager inform the management through Human Resource department to advertise , immediately the HRD will prepare the advertisement share it with ED before taking it to Labour Office for endorsement to be put on public boards ED will approved the advertisement , and HR take the advertisement to Ministry of Labour Republic of South Sudan reason for external advertisement is to invertase new faces to joint with new experience and moral to push the job forward . Applications are asked to submit the following documents
- ✓ Hand written letter explaining your competencies and why do you feel to be the best candidate
  - ✓ Academic certificates
  - ✓ Any recommendation from previous employer
  - ✓ All official documents Passport, Nationality

- ✓ If International applied they will require to present their work permit or visa

## **12. SECTION TWELVES (12) SHORTLISTING ,SELECTION PROCESS**

After receiving all application a day after the deadline of application , a committee to be constitute to look through all applications any candidate found to have indicate their experience and qualification as in the advertisement are selected , then HR department invited those shortlisted candidate for Interview this will be done and posted in to public boards for wide read of candidate .

### **a) RECRUITMENT AND SELECTION CRITERIA**

Recruited candidates should satisfy the following conditions:

- According to South Sudan Labour Law all priority for any given vacant is given to South Sudanese National , however due to the fact that organization is open to many and only accept technical person to provide what is intended, they can received and short any International candidate who applied and present require documentation.
- All candidate request to applied must 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.
- Safeguarding issue , all candidate who applied and short listed must be asked whether he/she have any sexual exploitation and abuse history . this can be cross check with referees
- There must be no commitment to give contract to any person before doing background check to avoid putting

UNIDOR to high risk , further any UNIDOR HR staff in the department must assess if the referees are relatives of the candidate or not , because obviously relative will always provide positive response

- In any applications or vacant advertise it should be highlight that any person below the age of 18 years must not applied .
- Candidate Must have the require qualification and experience requested
- Candidate who are shortlisted and given offer must declare any conflict of interest , if they are running any private business which may conflict with UNIDOR roles and responsibilities and working times .

**After completion of the interview and final successful candidate is identify the HR department to do.**

1. Write to the successful candidate the offer which should have basic information , basically tell the candidate the basic Salary per month and the net after deduction when this offer is accepted by the candidate then the HRD inform the head of the sector and executive Director about the stage they are in in term of engagement with candidates
2. After The human Resource Department then do a reference check before the candidate is given a final documents to signed the contracts so that they are sure of the candidate background , if in case the candidate did not provide correct information UNIDOR cannot take risk of employing some one with no some one knowing him/her
3. If all the information require are correct then the department of HR will go head to issue the contract to be signed by the successful candidate

### **13. SECTION THIRTEEN (13) CONTRACT OF EMPLOYMENT AND OTHER DOCUMENT TO BE SIGNED**

After successful discussion with candidate the following documents are to be given to selected candidate.

- ❖ Contract of employment
- ❖ Job description (JD)
- ❖ Code of Conduct
- ❖ Biodata
- ❖ PSEA Policy document
- ❖ Conflict of Interest

These are important documents in addition to any other document like organization policy documents which are important for any newly recruited staff the department of Human Resource must make sure if not all Policy the following policies must be share with newly recruited

- Human Resource and Personnel policy
- PSEA Policy
- Logistic, transport and Procurement Policy
- Finance Policy and

### **14. SECTION FOURTEEN (14) ORIENTATION AND INDUCTION**

After selection of candidate any successful candidate is to be oriented to the organization , showing him/her the organization set up , the culture and many more .This is important as to allow new staff build confident and trust to the working environment the department of Human Resource lead the process the following steps to be made

- ❖ HR Personnel to make a complete list of departments and staff to be involved in orientation and induction of the new staff , each person is given allocated time and day
- ❖ If staff is a field base and recruited from Juba after

orientation and induction is when they can be book to the field location , therefore respective base manager is inform in advance for further orientation

- ❖ New employees are service with working policies in the organization specially HR, Safeguarding policy ,Safety and security

## **15. SECTION FIFTEEN (15 ) PROBATIONARY PERIOD**

All newly hired employees have to undergo a 3-month (90-days) probationary period as per the Labour Act 2017 in the republic of South Sudan . therefore during this period of contract both party can terminate contract giving each other party one week notification citing the reason , however when an employee work pass probationary period they need to provide one month notification citing the reason the same applied to employer. During the probationary period staff should not be entitle to any benefits , they should not be pay or contribute any benefits but meet the cost of personal income tax (PIT)

## **16. SECTION SIXTEEN (16 ) WORKING HOURS**

According to South Sudan Labour Act 2017 , employees are expected to work eight (8) hours a day forty hours (40) hours a week . Work start at 9.00 am every Monday to Friday a week . Lunch break from **12.00- 1.00 noon . From 2.00 pm - 6pm** work in the afternoon closed at 6pm unless if some one have some pressure or deadline to work pass 6pm, however in South Sudan work end at 5.00 pm .

## **17. SECTION SEVENTEEN (17 ) OVERTIME POLICY**

Overtime is any **extra hours worked beyond the normal working hours**. If an employee work overtime , a proper records of working hours well recorded , and such days are given to the employee when they take their leave , UNIDOR as National Organization have no reserved fund or resource to meet such demand. The Management of UNIDOR must always be on tope of employee motivation and taking careful observation on who always work overtime , timesheet must be filled every

days with accumulation of working hours a day . Each department head must always signed the timesheet to confirm employee have indeed for extra hours and so during their leave they can take part of their over time days .

## **18. SECTION EIGHTEEN (18 ) MOTIVATION BONUS AND PROCESS OF PAYMENT**

UNIDOR is a national NGOs exist to provide life services to vulnerable community in South Sudan , therefore fund mobilization is not a job of every one in the organization rather than the Programme Managers , therefore the management of UNIDOR put this policy in place that if a manager manage to secured a project from any donor whether big, medium or small the main player of the project is to be pay amotivation an amount of \$1000 USD per project and the project writers are more they can divided the amount base on the level of efforts each put in to the project , this mean Programme who write narrative and Finance who put budget in place each is pay \$1000 and this is after UNIDOR received the funded , all motivation bonus are pay at the discretion of SMT(Executive Director) should the situation not allow bilateral discussion between SMT and Programme managers will be established and lead by executive Director .

## **19. SECTION NINETEEN (19) EMPLOYMENT OF RELATIVE AND FRIEND**

UNIDOR is a Christian base organization with strong value of integrity the organization inviting application when vacancy advertise through the HR department and endorsement by Ministry of Labour ,Relatives and friends of employees working in UNIDOR is strongly discourage , however if a relatives or friends meet the require qualifications and come through open door therefore could be no problems , however during the interview the friends or relative cannot be part of the interview panellist after they declare that they are closed to the candidate , after the interview the department of HR will do background check for the candidate before they are given any working contract .

## 20. SECTION TWENTY (20 ) EMPLOYMENT OF MANAGERIAL AND TECHNICAL STAFF

UNIDOR have established a systems that every programme Manager must be 80% Juba base , this is with reason that Juba is the hubs for all humanitarian donors and the seat for national government of the republic of South Sudan , reason is because they can mobilized resources (funding) , also attending clusters coordination , Programme managers must be technical able to write a technical Proposal , write technical narrative report and therefore the following are the requirement for any body to be manager

- ❖ **Education and Experience required of the Managers** : 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., willingness to build capability of local staff and promote them to technical work
- ❖ **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.
- ❖ Any Manager must be able to writ technical proposal for funding , must have good working relations with donors and meet their deadline for reporting , be able to learn new things to improved his/her work in the place must stick to technical work which brought him/her to UNIDOR as an employer, must have at least a Diploma or Degree , Master and PhD in the relevant field
- ❖ Must be culturally sensitive and respect other culture and attitude for better work relations
- ❖ Focus to his/her assigned job for achievement and not failure.
- ❖ When a department missed funding the management is



able to allow programme Manager to remain in contract but with reduction rate for 2-3 months to mobilized resources however this depend on the commitment of the person if the person accept to do so then the management provide such support to such individual

## **21. SECTION TWENTY ONE (21) ANNUAL LEAVE**

UNIDOR only observed and allow country annual leave plan , employees are given annual leave base on their duration in the organization v following South Sudan Labour Act 2017 , staff who joint for the first time have to under go probationary period of three(3) months with only eligible to 5.25 (6) days the rest of categories do as below

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

## **22. REST AND RELAXATION (R&R)**

UNIDOR is a national NGO however open the employment to all national , and with this only International recruited staff are entitle to R&R after work rotation of 8-13 weeks each week have one day , therefore when an IRS is in the systems they are expected to work 8- 13 weeks and get 8-13 R&R , however this service have no flight therefore it has to be match with annual leave. R&R cannot be allow to forward to the next year only annual leave can be forward however if any employee missed to take R&R they will lost them unless the reason is made by the management who will then request the HR to allow extension of this service.

## **23. SECTION TWENTY TWO (22) FAMILY LEAVE COMPASSIONATE**

Life of human is under care of God , if in case an employee lost a closed relative they need to inform their respective line manager and Hr Department , so that they are allowed compassionate leave which must not go beyond 5 days . Any employee who may intend to take more than 5 days must request additional days from their annual leave .Notice closed relative are limited to fathers, mothers, children, father in law, Mother in law only any extended relative should not be allowed but the staff can take some days from his/her annual leave this is because some culture in Africa are so demanding , if some one pass on and members who are relative did not attend they are accused and humiliated from any community activities . in addition compassionate can be taken with in the period the incident reported and should not be forward . in this regard there are normally two events the buried and the funeral Prayer which take different days therefore employee is only allowed one events which they can choose and request HR department and their line management .

## **24. SECTION TWENTY THREE (23) MATERNITY LEAVE**

According to South Sudan Labour Act 2017 all female employee are allowed maternity leave when they are due for delivery , however they are only qualified after they have worked for UNIDOR for one (1) year , there after female employee qualified for ninety (90) days which translated to three (3) Months full paid .In addition when they report to work they supposed to be given a private shelter or office to breastfeed the child for 45 days this according to South Sudan Labour Act 2021. Female employee count 90 days from the day and time she deliver , however if they request to take some days before their delivery date they can take from their annual leaves and that is important they take some days for medical check up before due delivery day. Females who are field base should be given the same

## **25. SECTION TWENTY FOUR (24 ) PATERNITY LEAVE**

According to South Sudan Labour Act 2017 all male employee are entitle to Paternity leave for two (2) weeks translated to fourteen (14 days ) however this also applied the same condition only male employee who have worked for one year , there after they qualified for the recommended days , however , South Sudan is a country practicing polygamy therefore only one wife allow for paternity and with interval of twelves (12) Months , when a male joint UNIDOR they must complete biodata which have names of the wife they put and that is the woman to be consider .

## **26. SECTION TWENTY FIVE (25) LEAVE FORM PROCESS POLICY**

All UNIDOR employees who are qualified for their annual leave or R&R must complete leave form before they travel and copy must be given to HR department for records and future claim reconciliation. The Process must start by employee requesting the line manager to allow him/her to take a break when he/she is due for break , when the line manager approved HR department signed to certified the request past through their department , and finally Executive Director or Director of Programme Approved .

## **27. SECTION TWENTY SIX (26) NATIONAL AND PUBLIC HOLIDAY IN THE RECORD OF SOUTH SUDAN**

- ❖ January 1<sup>st</sup> every year
- ❖ Comprehensive Peace Agreement (CPA) 5<sup>th</sup> of July
- ❖ Martyr's days 30<sup>th</sup> July - Dr John Garang day
- ❖ 9<sup>th</sup> July Independent day of South Sudan
- ❖ Easter Holiday April /Good Friday DAY CHANGE AND Labour make communication to public
- ❖ SPLA Day 16<sup>th</sup> day of May
- ❖ Eid El Fitr and Eid Aldha , exact date communicate by La-

bour office to public

❖ December 24<sup>th</sup> and 25<sup>th</sup> Christmas

❖ December 26<sup>th</sup> Boxing day

All these days are observed and further communication is always made by the ministry of Labour with detail days to be taken by public other holiday do occur and South Sudan take them as normal days.

## **28. SECTION TWENTY SEVEN (27) SAFETY AND SECURITY**

South Sudan is defined as a fragile state by United nation due to its excessive insecurity , however UNIDOR work closely with NGOs forum security sector as well with UN Security sectors , in this UN Made security level as four level in which security level **number two** is the normal and partners are expected to operate with no threat or fear of any conflict , **Level three** is where there is a threat reported tension in the location , each respective partners inform their head office in Juba , to be alert of the situation and if there could be any evacuation is authorized from Juba , then **Level four (4)** is the worse is where an evacuation is to be order by UN security in coordination with NGOs forum and partners . UNIDOR as an organization highly consider any component of incident and work to prevent them before they come and threat life or lost life of our employees.

Under the safety and security UNIDOR have details policy stipulated all the procedures and steps to be taken by employee and for detail refer to it manual.

## **29. SECTION TWENTY EIGHT (28) SICK LEAVE POLICY AND PROCEDURE**

When an employee feel unwell , they are expected to report to their line managers , in which they are allow to visit the clinics or Hospital , if they are found to have condition which may require them some days of rest , then the practician write a notice indicating the reason for rest and how many days , that can be

used as proved of sick leave . In addition according to South Sudan Labour Act 2017 employees are allow only twelves (12) days a year , which UNIDOR confirm however the management have authority to approved more or less to any employees who have had long sickness . Notice any employee who take sick leave with out approval from their line managers must be dis-approved and charge those days as unpaid leave days or if the employee have annual leave remain those days can be charge to their leave.

### **30. SECTION THIRTY NINE (29 ) MEDICAL EXPENSES AND POLICY**

UNIDOR recognized the fact that employee are motivated to work longer and more productive when they are pay less and have medical coverage , unfortunately due to nature of national NGOs where most donors refused to provided support of such service all staff are not consider and just from the Organization administration cost some consideration to support staff on contract small contribution to be made available as with detail below

- a) **Programme Staff** : Each employee is allow to be supported through reimbursement modules pay an amount of \$200 USD a year this services does not consider any family members of the employees and does not have specific allocation between OPD/IPD .
- b) **Support workers**: Each employee is allow to be supported through reimbursement of expenses up to maximum of \$100 US Dollars a year staff are expected to spend their own cash and bring receipt for claim of an amount expenses but must be with in the amount mentioned here .
- c) UNIDOR have no life insurance for the employees as this service have no donors funding it , and it is hard for UNIDOR as NNGOs to meet such cost , this include any incidents/accident of death to an employees during the operation .However depend on condition and situation UNIDOR management may consider and approved

certain services to individual , in this case when an employee lost his/her life during the duty the organization have no option rather then to recruit another person to cover the gap , if family member to be allow to re-placed unless if meet the require position . recruitment .

### **31. SECTION THIRTY (30) CONTRACT COMPULSORY LEAVE POLICY AND PROCEDURE**

UNIDOR is a national Organization with so many limitation include funding ,most of our funder in South Sudan are short term and more on humanitarian , therefore the organization faced severe challenges , and when the management take notice of overwhelming situation a decision has to be taken to relief the organization and mitigate the suffering

- a) The management review employees on direct cost and those supported on admin cost and therefore the management make decision to reduced the employees Salaries to maintain employee they can manage and to fund raised for the organization
- b) Management have to take taught decision to request some key employee to take contract break what this mean is that some individual from senior managers to junior staff include security guards , cleaners and cooks to be grant contract break which mean they are asked to go home or look for other job elsewhere , in that regard ,UNIDOR will plan to clear their arrears if any leave the position vacant until when fund is secure , some staff return others cannot if they found other opportunity
- c) Some employees who do not performance excellence , always must be the priority to be asked to take break.

### **32. SECTION THIRTY ONE (31) EMPLOYEE SALARY ADVANCE POLICY AND PROCEDURE ..**

UNIDOR allow employee to request Salary advance stating a clear reason and this request can only be treated on individual base and only when Salary payment delay if UNIDOR could not pay salary by the end of the month , some of the following are

the critical reason to be consider by the management .

- a) Critical health threatening condition if an employee have relative who is reported sick and confirm - the management can consider paying the request amount which cannot exceed 50% of the employees net Salary in which the deduction plan can be agreed between employee and the HR department and all deduction payment must always be 50% of total amount first and the other 50% later only payment twice is recommended .
- b) Schools fees for children , if an employees received report of a child being dismissed from Schools due to lack of Schools fees , if UNIDOR have cash available then the staff to be supported
- c) Other family condition include if children have no meals perhaps you are the only bread winner for the family you can also request salary advance and all condition of deduction are as on a above.

#### **Procedure and steps to get Salary Advance**

- a) Employees walk to HR department to request for Salary advance form , and before asking check with HR if there could be such support available before completing the form, this form is to be first signed by HR department , second staff to signed is finance after confirming the availability of fund , last person to sign is executive Director, Director of Programme, Director of Operation approving the payment
- b) If approval is done and payment is not done it is the responsibility of employee to do a follow up till they received the request amount
- c) Employee must be inform by HR department before effecting the deduction this is because if an employee may have urgent demand and he/she may intend to forward the payment plan , this can be accepted but only ones

### **33. SECTION THIRTY TWO (32) SALARY SCALE AND DECISION ON THE SCALE**

UNIDOR do have a Salary Scale which is used as guidance for

all Salary though donors do approved Salary sometime what is indicate in the Proposal , SMT remain responsible to make final approval on the Salary Scale , UNIDOR Salary Scale start from Probationary to Scale 6

**Salary Payment :** UNIDOR choose to pay employee Salary every 28<sup>th</sup> or 30<sup>th</sup> day of each month these date can only be interrupt-ed by a situation beyond the management control if fund re-leased delay from donors , considering 80% of all implementing projects are pre-financing Project what this mean is that you are asked by a donor to implement a project activities using your own money and report what you spent and they refund back all expenses but must not proceed approved sealing budget

#### **34. SECTION THIRTY THREE (33) PERSONAL INCOME TAX (PIT) DEDUCTION AND PAYMENT**

Government of South Sudan have taxation policy which start with 5%,10%,15%,and 20% of each employees basic salary de-tail are on each employees contract , this deduction is pay to the national revenue authority account every time UNIDOR does Salary payment , further government of South Sudan may decid-ed to pay tax of employees in to State employees account or all payment of be done at the national all these will be on the pre-rogative of the government instruction , with evident payment the government will be able to issue Tax clearance to UNIDOR as to confirm PIT payment is done.

#### **35. SECTION THIRTY FOUR (34 ) NATIONAL SOCIAL INSURANCE FUND (NSIF)**

UNIDOR respect the law of the country and therefore the con-tribution of National Social Insurance fund (NSIF) is implement-ing where employee are require to contribute NSIF 8% of their basic salary a month , whereas employer contribute NSIF 17% of employee basic Salary a month that make total NSIF contribu-tion a month 25% .



### **36. SECTION THIRTY FIVE (35 ) COST OF LIVING ALLOWANCE (COLA)**

UNIDOR employed South Sudanese and None South Sudanese , some south Sudanese do not have home to live in only they live on rental specially in Juba , therefore UNIDOR management stand to support those on the frontline of fund raising the amount of this will not be limited however start from \$ 400-500 USD a months , managers who are able to mobilized more project must be pay base on what they secured , field staff are not entitle to this as they are in full board accommodation in the base where UNIDOR meet all the basic needs staff who are recruited locally are not suppose to be accommodated but do come to work during working days

### **37. SECTION THIRTY SIX (36) BONUS PAYMENT POLICY AND PROCEDURE**

From the heart of UNIDOR management employees who perform so well in to their given duty are to be reward with token of cash which can be determine by the management , in practice when a programme manager write a proposal and funding approved each programme and Finance to be pay an amount to be determine by the management .

Procedure: After approval the respective team are informed , then when fund received they are informed a gain and thereafter SMT meet to determine the amount to be pay to each contributor , however clear step from writing stage to all other stage is follow no confusion . Notice this is a bonus not obligation should UNIDOR faced challenges bilateral discussion. All these payment must be cash and receipt signed from the finance department .

### **38. SECTION THIRTY SEVEN (37 ) -PERDIEM POLICY AND PROCEDURES**

#### **Definition**

Per diem is an allowance pay to an employee when they travel to none duty locations , therefore in South Sudan UNIDOR do

have some established bases where accommodation is fully supported , therefore when a staff travel from Juba to those respective bases they will be expected to pay for meals only , however when they travel to none UNIDOR base some location cost of accommodation may be higher then what is in our policy therefore it is always good to make market survey .

Perdiem is a monetary provision for eligible staff in the organization , Perdiem is made to cover staff Accommodation , and meals while in the field work.

**Eligibility:** the following staff are eligible for perdiem when on UNIDOR

- a) Executive Director (from \$50- 100 USD per day )
- b) Director of Programme (\$ 45-60 USD per day
- c) Director of Operation (\$ 40- 55 USD pe day)
- d) All Programme and Support Managers ( 40-60 USD per day
- e) All Projects Officers from Juba ( \$30-45 USD per day
- f) All Field Project officers ( \$ 35- 45 USD per day)
- g) Drivers ( \$ 25-35 USD per day) field drivers will be \$ 20-25 USD
- h) Technician (\$ 20-30 USD per day ( field technician (\$ 15- 25 USD

**Notice:** all these cost are subject for review and with situation of the locations should the location demand more than what is in this policy UNIDOR will have flexibility to accept any cost with evident in a particular location , likewise if the cost of accommodation is less in particular location then the staff to be pay 70% of the agreed cost on above approved perdiem

Also when staff on mission and food is provided there will be no perdiem as the aim of perdiem is to provide support to staff for their feeding and accommodation

#### **The breakdown of expenditure**

- 1. Breakfast 20%
- 2. Lunch 30%
- 3. Dinner 30 %
- 4. Incident 20%

**Some time UNIDOR hired consultant** for carry out some specific activities per department in this regard UNIDOR do not have fix rate because all cost is in the budget and that should be follow in addition UNIDOR must always make consulting contract which define the responsibility at the same time all details are define from ToR Term of References

#### **Variation**

Any variation of this policy at the approval of the executive Director or senior management team

### **39. SECTION THIRTY EIGHT (38) ACCOMMODATION POLICY**

UNIDOR is a national Organization with limitation of resources to support all demand for employees however under this policy Every staff employed from Juba must settle their place of living this means there is no accommodation cost available , however in the field where there are establishing bases staff who are recruited outside their home town or village must be accommodated in the base and be fed , any staff whether Programem or support employed from his/her home must not be accommodated, In any establishing base UNIDOR must provide full board accommodation , UNIDOR staff from Juba or from any other bases must pay for their meals as UNIDOR must pay them . Any staff who may have security and safety concern can be consider but prior approval by the senior management team and must meet the cost of accommodation which may not be more than \$100 USD a months but if the market rate change this can be revised and communicate this is a task under Directorates of Operation and Logistic

### **40. SECTION THIRTY NINE (39 ) TERMINATION OF THE CONTRACT OF EMPLOYMENT**

#### **Introduction**

UNIDOR have a culture of employee secure job this mean when an employee signed contract and they performance well they have no time and duration limits ,however all decision must always be connected with result of staff appraisal and availability

of fund . Never the less contract can be terminated due to any of the following reasons:

1. **Resignation:** an employees may decided to resign from their position if in case they found another job elsewhere , or even if they are not happy with working environment with this an employee will be expected to give employer a notification of one week or one month when an employee resign they need to handover every organization property , they should under go exit interview where they can recommended what they see not doing well and what can be improved if accepted by the management , a clear check list to be signed by different department , the department the person work in, the HRD, Logistic, Finance , Programme , should resigned and give short notice note in this policy they will be charge to pay an amount of one month of their salary which will be directly deducted by the employer -UNIDOR
2. **Termination due to shortage of fund:** Employer have so many reason to terminate employees contract of service , therefore the Human Resource department write a notification to employees citing the reason and provide one week or month duration to leave the organization , if in case the employee is entitle to any benefits all those are calculated and pay to him/her .
3. **Termination due to incident/accidents/death :** when an employees involved in to any long sickness with no improvement the management review the employee situation and in consultation with the line manager and make decision , sometime if an employees fall in to incident or accident which may caused them not to attend to work , the management make evaluation and decided on termination o f the contract , if some one died from duty since there is no life insurance the management can approved 1-2 months salary payment and then advertise the position for new people to applied

**Termination for redundancy:** (any measure adopted or to be

adopted in order to minimize the intended retrenchment this happen when employer faced fund constrain its is unable to meet the employee cost include their salary which is a monthly pay obligation of the employer.

4. **Gross Misconduct:** These include cheating at work, fraud , sexual relationship with co-workers or beneficiaries ,SEA is a zero tolerance and its result in immediate termination o f the contracts of employment , if an employee is confirm to have been working for UNIDOR as well with another organization this can be define as conflict of interest but is dangerous one because such person will only used UNIDOR properties to facilitate their business

#### **41. SECTION FORTY (40 ) DUTIES AND OBLIGATION OF UNIDOR AS EMPLOYER**

- i. Provide employees with monthly salary as reward of their job by the end of the month .
- ii. Recruit well qualified and committed individual to performance the job excellent
- iii. Employee orientation and induction
- iv. Safety and security of staff in any field location
- v. Maintain and keep UNIDOR culture, Policy and its doctrine as faith base organization.
- vi. Carry out employee performance appraisal twice a year (June and December)
- vii. If a department lost fund the head of the organization or officer is allow 2-3 months to fund raised for the department and they can be pay on over head cost however if the person feel exhausted and want to leave they will be allow to do so and UNIDOR to remain advocate for fund of such department and recruit some one later
- viii. UNIDOR must always stand to main its integrity and partiality in services delivery
- ix. 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., all donors contracts working contract with authority of the executive Director

- 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
- xii. UNIDOR Must make sure Devotion is part of its culture and must happen in all the bases except when the staff are only few specially 1-2 staff
- xiii. UNIDOR must applied flexibility to its employees when an individual have problem the management must deal with it individually
- xiv. UNIDOR must ensure proper coordination with partners to deliver service as require
- xv. UNIDOR must work hard to secure assets include its own land to invest for the future development of its existent
- xvi. UNIDOR must always take taught decision in time of difficulties to keep organization exist and deliver service to the community in needs
- xvii. UNIDOR must work to established capacity building training centre for empowerment of youth, women in any community

## **42. SECTION FORTY ONE (41 ) DUTIES AND OBLIGATION OF 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 Fraud
- v. Must observed and avoid getting to SEA business with

co-workers and beneficiaries

- vi. Are not allow to pass any information to donor without approval from the respective line manager
- vii. Must read all policy guideline and pay good respect to most critical articles
- viii. The employee obligation is to dedicate their own time to deliver the services without any involvement to any kind of politic.
- ix. Report any wrong manner of systems exist which may spoil the name and integrity of the organization
- x. Employees to respect their line managers and any manager in the organization
- xi. 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.
- xii. Focus on Fund raising for the entire programme growth and ensure staff are well motivated
- xiii. 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.
- xiv. Provide for a decent, clean, and safe workplace environment.
- xv. To provide training, if necessary, under direct supervision of a well-trained or experienced person(s) in such field.
- xvi. 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.
- xvii. They must inform the management on any attempt to talk on social media with the organization name
- xviii. When employee feel the work is not longer good for him/

her it is good to inform the management to leave the job and submit a resignation citing the reason of their decision , some reason can be discuss and the employee can remain on contract other reason can be huge and may not been able to tackle and therefore the employee has to be allow to leave and so the organization look for some body else to continue serving the organization

## **43. SECTION FORTY TWO (42 ) PERFORMANCE MANAGEMENT SYSTEMS**

### **Introduction**

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

Universal Intervention and Development Organization take the chance of making sure employee are appraised at the interval of 3 months for those who are joining for the first time , and for those who have been on contract they have to under go performance appraisal every six (6) Months that mean on 30<sup>th</sup> June staff appraisal take place , and on 15<sup>th</sup> December to closed the year. Each line manager is expected to under take this exercise and share all record with Human Resource Department .

### **PROCESSES**

Many time in any organization employee fear doing appraisal because they felt perhaps to be intimidated or even been given bad recommendation which may result in them losing their job . Performance appraisal process follow the below step

- ❖ Line Manager to share appraisal template which the employee read work through and got back to the line manager before faced to faced discussion
- ❖ When the line manager receive the working form he/she work on
- ❖ Plan a face to faced meeting with the employee , this discussion should not be done in public office , it should be in private , sometime hotel have special place to sit therefore a manager request some cash from finance to facilitate their sitting they can even have lunch



- ❖ Appraisal should be made friendly , line manager representing the organization can also take notice of what is not good in the organization
- ❖ During the discussion the employee is asked to set new objective they will work on for the period they will have contract.
- ❖ At the end of the discussion employee are allow to commence on the section of employee and the line manager put commence on the section of employer

### **PROMOTION OF EMPLOYEE**

Promotion of an employee is very important and its produced high quality of service from the staff . promotion of staff is a recognition of individual good efforts, an employee can be promoted from one position to another, from department to another department , however the following condition must always be observed.

- No employee to be promoted except after they have served for one year plus and their performance has been recommendable by their line managers
- No employee to be promoted with out the recommendation of line manager and staff in the department as the line manager must always involved the team in the decision process
- Long serves employees with good performance must be recommended by the line manager to senior management team who will make the declaration

### **DEMOTION OF EMPLOYEE**

Demotion of employee is result of poor or low performance in the given task , Line managers are expected to always carry out staff performance appraisal in which a line manager have responsibility to discuss with staff some of the weak point they see , an as well the staff is allow to mention some of the weakness they see in the management and recommended on how they

can be address and corrected . if a staff is not performing well they can be ignore in any discussion , and if there are vacancies such staff cannot be allow to applied , a staff who is not performance can be advise by the line managers on matters and if they don't

## **44. SECTION FORTY THREE (43) TRAINING AND DEVELOPMENT OF EMPLOYEE IN THE ORGANIZATION**

### **Introduction**

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. NO employee to be offer training support outside the work they are doing in UNIDOR , because the all idea is to support employee to performance better

### **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.

## TYPES OF TRAINING

- **ON-JOB TRAINING :** This is where staff at facilities receiving training while on job by their line managers either Programme managers to Project officers and assistant and with Volunteers . Programme managers are expected to lead this exercise they must ensure they train their subordinate staff so that they can be equipped with knowledge .
- **EXTERNAL TRAINING:** As an organization sometime we may received an individual or donors who can fund a training for staff for a period not less than 6 month even more , this is to sharpen the competency of staff , sometime building community may require training some one to come and service them and in this regard this is more practical in remote community who are marginalized and **are** not able to reach pool service like any other communities , therefore if some one is to take a course for 1-3 years that person need to signed an agreement for him/her to confirm that when he complete the training he will be willing to return and service the community for not less than 2 years

## TRAINING CONDITIONS

Any staff who received training out of Organization funding support must commit to return and service the organization or community for not less 1 or 2 years , external training opportunity decision are only made by the senior management team leadership . Training for few days on job by partners should also be equally distributed to staff in the department so that each of them benefits, this is expected of the head of the department who is the first contact person by clusters or donors

### 45. SECTION FORTY FOUR (44 ) DRUGS, ALCHOL, AND SMOKING POLICY

UNIDOR is a Christian based NGOs , we must be keen to ob-

served any bad characteristic from employees , further UNIDOR as an organization have no problems for any individual who drink alcohol, smoking tobacco but smoking in the office or public group is not acceptable , drinking excessively, or during working hours is not acceptable , used of drugs consumption is not acceptable for detail of each see it below

## **DRUGS USER**

**Definition:** refer to someone who use illegal drugs , which made them not to performance the work they are assigned to do , and that bring negative effect to the organization if not well tackle , therefore during the staff orientation and inductions these are things needs to be tackle with maximum confidentiality by the department of human resource and the employees , it should be made clear that Drugs users are not allow and if detected the person must faced the law and termination o f the contract of employment

## **ALCHOL**

UNIDOR is a Christian base organization ,however does not prohibit any staff who already expose to drinking , unfortunately when they drink beyond accepted , and they are observed to have been misbehaving , not performing their assign duty the management then take decision to warn the staff one when no improvement seen, staff must be warn not to drink during working hours/days , if a staff is observed and witness to have been continue misbehaving the management take decision to either terminate the contract of the staff so the department is served to have a new person , received formal warning the human Resource Department issue termination to the staff

## **SMOKING**

UNIDOR is a Christian base organization ,however we do not prevent any one to smoke , unfortunately we do not allow smoking in the office, individual can walk outside to smoke and return to office after

## 46. SECTION FORTY FIVE (45) DISCIPLINARY PROCEDURE

### DISCIPLINARY PROCEDURE

Discipline is a system designed to promote orderly conduct for employee when they are under the contractual of the organization , they are suppose to respect and follow the rules and policy of the employer .

The maintenance of workplace discipline is strictly a function of line management. human resources should be available to assist line management where required and when employee seem to loose direction of the organization , even some time they do not even remember the vision , mission and the value of the organization , UNIDOR as an organization have disciplinary procedure which are to be follow by the entire management of the organization

1. First and foremost when an employee made any mistake which fall under any of the following category
  - a) Absenteeism from work with out any report to the line manager or HR department
  - b) Quarrelling/ fighting co-workers from the work place
  - c) Observed dishonest to the line manager
  - d) Suspicious on theft or disappearing of items in the of-  
fice include cash for case of finance department and logistic
  - e) Gossip again fellow employee
  - f) **Action is** to give employee verbal warning through the word of mouth to accept the mistake and agree to change and not return to the same mistake
2. Second if an employee enter in to severe mistake which cannot be tolerated these may include gross misconduct
  - a) Gross misconduct include sexual relationship with co-workers or beneficiaries people whom UNIDOR is serving as vulnerable people
  - b) Using Organization Properties to facilitate personal business
  - c) Violation of security procedures

- d) Going on leave with our following the right procedure
  - e) Being under the influence of alcohol beverages/banned drugs while on duty
  - f) Disclosing to any unauthorized person any confidential information in regard to the working or process of the establishment which may come in the possession of the employee in the course of his/her work
  - g) Failure to take corrective action on written reprimand and/or serious violations of policy & procedures resulting into financial/reputation loss to UNIDOR SS or posing serious security concerns/affecting UNIDOR SS image or having major financial/legal implications
  - h) Taking bribes or an illegal gratification whatsoever in connection with UNIDOR SS operations or his/her own interest
  - i) Threatening, abusing or assaulting any manager or co-worker
  - j) Abuse of Organization policy/facilities
  - k) Dishonesty with claims/reimbursements
  - l) Continuous absence without permission
  - m) Sexual harassment {Definition: A form of sex discrimination that involves unwelcome sexual advances, requests of sexual favors, and other verbal or physical conduct of sexual nature}
  - n) **ACTION** : when any of those listed items confirm the organization must immediately terminated the contract of such employee
3. **Informal discipline** : this is where a minor concern about the conduct arise , the matter will normally be address informally instance , the line manager should meet with the employee to discuss the concerns , and seeks view to tackle it . therefore when amicable solution is reach employee should be warn not to return to the same mistake , a minute of such meeting to be documented and put in to the employee personal file , if during this meeting it is clear that the conduct is more severe a decision of either asking employee to signed formal warning or terminate the contract of em-

ployment

4. **Formal Procedure** : this is where when an employee found to have committed serious problem a formal procedure of discipline to be follow and action taken will have no blame , if employee found to have conducted a gross misconduct which follow from the list follow here a decision must immediately be taken , an investigation team must be constituted by the executive Director to make search of the matters
5. Cause for immediate suspension: Any employee must be terminated or suspended from the employment when they are found to have involved in to any of the following
  - ❖ Assault/Attempted Assaulted
  - ❖ Desertion
  - ❖ Sleeping on duty
  - ❖ Negligent loss, driving , damaging or misuse of organization property
  - ❖ Abuse of electrical data include sharing confidential information with none authorized person
  - ❖ Sexual harassment
  - ❖ Sexual exploitation
  - ❖ Fighting
  - ❖ Drinking alcohol during working hours
  - ❖ Drugs abuse
  - ❖ Fraud/Theft
  - ❖ Breach of trust
  - ❖ Working for organization and at the same time work for your own organization
  - ❖ Posting unacceptable message to any social media
  - ❖ Any act or omission which intentionally endangers the health or safety of others
  - ❖ Interference with disciplinary procedure
  - ❖ Doing private work during office work include watching movie when others are busy doing something productive for the organization
  - ❖ Use of abusive or provocative language
  - ❖ Saying liars against any co-workers include management

- ❖ Insubordination
- ❖ Persistent or refusal to follow and respect instruction
- ❖ An attitude of coming to office late and leave before time
- ❖ When observed to have been the ring leader of other employee , incitements of other employee
- ❖ Late submission of reports to donors and programme Co-ordinator
- ❖ When donor complain about any employee performance

## **PROCESS OF INVESTIGATION**

**For Level I:** As soon as the incident is reported, the line manager shall carry out the investigation & if the allegation is true, he/she can counsel the employee, give a verbal warning & report warning & report the incident to HR for recording in the personal file.

**For Level II:** As soon as the incident is reported, the line manager shall carry out the investigation & if the allegation is true, he/she can counsel the employee, give a verbal warning & report warning & report the incident to HR for recording in the personal file. The incident get reported, HR shall carry independent investigation with the help of line manager. The employee is requested to defend himself or herself against allegations. Both HR & line manager decides the disciplinary measures.

**For Level III:** For misconducts in the category of Level III, a group headed by HR shall carry out a detailed enquiry and prepare a report. The investigation shall be done in a completely confidential manner. The employee concern is given time to defend him/her against the charges leveled against himself/herself. The finding is represented to the ED/Senior Management to deliberate and arrive to a decision as to the disciplinary measure to be initiated.

## **AUTHORIZATION ON DISCIPLINARY ACTIONS**

1. In case of I and II of disciplinary actions: Any/all levels of Supervision and Manager/HR Manager
2. In case of Level III of disciplinary actions: ED/Senior Management

## **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.

#### **47. SECTION FORTY SIX (46) WEAPON /GUNS**

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.

#### **48. SECTION FORTY SEVEN (47) UNIDOR COMMUNICATION AND MEDIA**

UNIDOR have established department of communication and advocacy which take ultimate responsibility in controlling and guiding employees , this department work combine with IT department , they make sure employee have all the require documents include working ID

The department of communication and advocacy is responsible for all communication which include advancing the organization website and branding after the establishment there must be written policy by the department to be follow by employees However the following principles are to be observed and respected by all employees working for UNIDOR

- a) No employee is allow to released any statement to the social media with our prior approval by the senior management where the topic of the statement can be share and agreed upon
- b) Except Health workers, or Peace building team who may want to inform public on the health related concern or peace messages for the community
- c) Any statement which may be conceived differently by different actors must be first approved by UNIDOR senior team management with full knowledge of executive Director
- d) All external communication are to be done through Executive Director
- e) Use of social Media face book, emails and the rest is

strictly manage by the department of IT and communication

#### **49. SECTION FORTY EIGHT (48) INCIDENT REPORT**

Incident/Accident are natural phenomenon of any human being therefore in case of any situation like this happen an incident report must be share before the end of 24 hours respective department must be inform of what happen , UNIDOR have incident/accident reporting template to be share and used as require . In addition to it , if staff lost properties specially phone, computers , cash, UNIDOR management try to share the lost by paying employee some compensation ,and the staff meet other part , this is not a must though is on sympathy of the management , and the staff is to write clear report citing how they get lost , in term of cash the base manager must be made aware prior staff will not report items during the incident , the base manager must be made aware by individual that they have this amount of money in their custody , phone, computer , if any of those items belong to UNIDOR and there is a clear evident and truth that they got lost on an open incident and the employee u not carry and blame UNIDOR will then take the whole responsibility

#### **50. SECTION FORTY NINE (49 ) LOST OF MONEY OR ANY PROPERTIES OF UNIDOR**

If an employees lost cash they must report the incident in 24 hours writing details of what happen how it happen ,In the field bases staff have to keep all cash in the saved under the custody of the base manager , therefore if a theft broke in to the compound and looted all in the compound a incident report to be written in the same day , under this policy if an individual employee lost their properties and they report them to the base manager UNIDOR will be in a position to compensate some cost of the lost items include cash or phone if lost and known . When employee enter the organization they are given some properties which include working ID, Mission Jacket , Hard drive all these are return to the organization when their contract come to an end or when the contract is terminated , only other

like T-shirt are not require back unless if the employee feel they don't need them. When employee live in the base and they have their own properties specially phone, computer, Thuraya phones , cash they must report them all to the base manager but they keep them by themselves this is to help in decision when in case they report any incident of lost of any those items .

## **51. SECTION FIFTY (50) FRAUD AND THEFT POLICY**

UNIDOR made strong policy to deal with fraud and theft , when a suspicious is reported against any individual in the organization about theft of properties an investigation team to be formed by the senior Management team (SMT) the investigation team must be purely neutral so that truth is dig and concrete decision is made to alleviate the suffering of the organization , there is a fraud and theft policy with all the detail of what is expected when such activities reported , clear definition of fraud and who take responsibility when such happen .however the bottom line is any confirmation of such activities cannot be tolerated the person faced law and be terminated . details are in the policy stand alone, However Fraud is a zero tolerance

## **52. SECTION FIFTY ONE (51 ) BRIBERIES 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. UNIDOR have legal advisor a qualified lawyer who advise in all legal matter he can consulted

### **53. SECTION FIFY TWO (52 ) TRANSPORTATION , LAND , AND AIR**

UNIDOR have Policy already in place for Logistic, transport and Procurement, the organization have transport support for staff in Juba where staff are pick up and drop home after work , this services is only offer in Juba and there should be meeting point staff cannot be collect from their own residential and the driver is given a clear instruction on how many minutes they can wait some one who do not respect time , further have policy of facilitating staff movement by air from Juba to field , specially those who are Juba base vases the one who are field base and are entitle to flight , staff who are field base employees and request facilitation UNIODR can be able to do so when there is cash in UNHAS account and charge on individual account , this is after the person write a request to HR department copy their line managers who approved on reason for travelling to Juba .UNIDOR must always provide two return International flight to International staff from Juba to their country this include South Sudanese national who may have children outside and work from South Sudan, all booking facilitation must be submit to Logistic department copy Executive Director , Head of Programme and Director of Operation

#### **USE OF UNIDOR VEHICLES AND MOTOR BIKE**

Universal Intervention and Development Organization own vehicles and motor bike , therefore the rules is that NO employee is allow to drive or ride any of the assets unless authorized by the head of Logistic , where the mechanic is assigned to carry out driving test for all employee , No staff to be allow to drive any vehicle if not authorized by the head of logistic , should an incident of some one drive and made any incident , the orga-

nization will not take any liability and should they get to have damage any they will be demand to meet any cost involved . UNIDOR vehicle should not be use as common passenger if any driver decided to put passengers onboard with out any authorization , motor bike use must follow the same

#### **54. SECTION FIFTY THREE (53 ) DRIVING , PASSPORT , WORK PERMIT , VISA**

Universal Intervention and Development Organization have some basic provision and some which are not on the above service must be made by the individual

- a) **Driving:** staff who are recruited as drivers must come to UNIDOR with expertise and have their own driving license , UNIDOR will never facilitate or meet any cost for driving documents
- b) **Passport:** UNIDOR will always employed staff who already have passport therefore UNIDOR will never meet any cost of passport for employee
- c) **Work permit:** When UNIDOR employed none citizen of the country its operate from , UNIDOR must always meet the cost of work permit , however all cost be ensure they are approved by the donors , this include renewal as require by the country law
- d) **Entry Visa :** UNIDOR must always meet any cost of single/Multiple visa
- e) **Alliance:** UNIDOR must not meet any cost of alliance

**WARNING:** any staff who decided to drive with out any prior approval from the management must faced the law and be charge of driving the vehicle with out any authorization , all vehicles must have mileages registration sheet which must be complete by any driver , drivers are warn not to put any non authorized person on body should any incident or accident occurs UNIDOR will not take any responsibility.

## **55. SECTION FIFTY FOUR (54 ) DUTY EXPENSES LIQUIDATION OF CASH**

Universal Intervention and Development Organization must always take good accountability to the donors, and to the beneficiaries , in many case Programme managers request fund from Juba to be send to the field , therefore finance team must ensure good accountability for the money released is share on agreed time , failure should mean the staff responsible for fund must be asked to report nor either faced penalty which include refusal of any additional request of cash before the completion of the early request fund .

## **56. SECTION FIFTY FIVE (55 ) SECURITY ,SAFETY PROCEDURE POLICY AND GUIDELINE**

Universal intervention and development organization have established safety and security policy in which employee are oriented on some of the standard operation procedure to conduct themselves when working in the field location include Juba as head office , employee are expected to be conflict sensitive , they are expected to pay their hear to security information , in every base in the field there must be security and safety focal point whose role is to advise employee and how the can conduct themselves , there should be curfew meaning there could be regulated time when employee should be advise not to be outside the base , UNIDOR work closely with NGOs forum security units as well with UN Security units to have records of security accuracy for detail refer to the policy document on safety ,and security manual

## **57. SECTION FIFTY SIX (56) MODIFICATION**

The management of UNIDOR has the right to modify this policy any time new development of atmosphere is acknowledge , however the board of Directors to be notify for the modification of employee policy and they put their signature for their approval on the documents

## **58. SECTION FIFTY SEVEN (57 ) 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.

## **ANNEX 1: MINIMUM STANDARD GUIDELINES**

Summary of MINIMUM 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.<sup>1</sup>

## **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 cred-

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<sup>1</sup> IASC Task Force on Preventing Sexual Exploitation and Abuse in Humanitarian Crises 2002.



ibility 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.
6. 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.
- 7.

## **OBLIGATION**

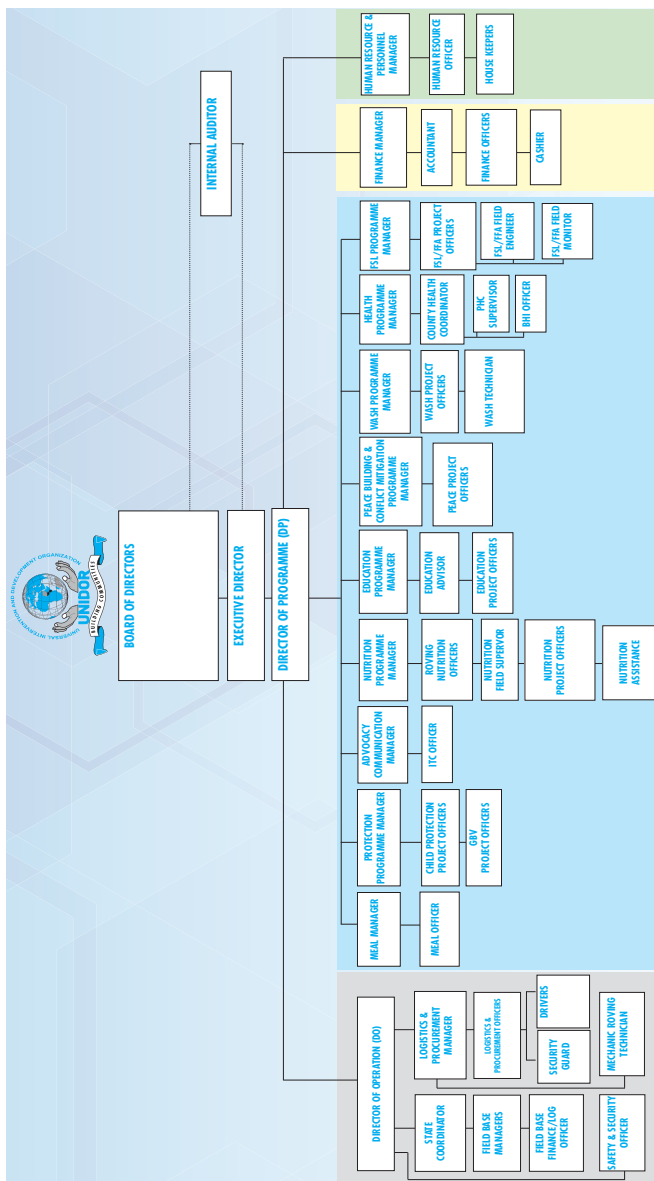
These minimum standards will be signed by and on behalf of all organizations working in South Sudan as a form of commitment to:

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

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)


## ANNEX 2: UNIDOR ORGANOGRAMME



## ANNEX 3: UNIDOR BOARD OF DIRECTOR

S/ NO	Name in Full	Sex	Position	Contact	Phone
1.	Dr Makena Kaburu	F	Chair-person	<a href="mailto:mkaburu@gmail.com">mkaburu@gmail.com</a>	+254721250900
2.	Dr Isaac Yak	M	Vice Chair-person	<a href="mailto:Isaackr.tutdel@yahoo.com">Isaackr.tutdel@yahoo.com</a>	+211912300128
3.	James Keah	M	Secretary	<a href="mailto:ed@unidorss.org">ed@unidorss.org</a>	+211917088006
4.	Robert Borter	M	Treasurer	<a href="mailto:psakitborter@yahoo.co.uk">psakitborter@yahoo.co.uk</a>	+254722486164
5.	Margaret Mathew	F	Member	<a href="mailto:mandakweat@yahoo.com">mandakweat@yahoo.com</a>	+211916874872
6.	Dr Agum Aduot	F	Member	<a href="mailto:Agumaduoto3@gmail.com">Agumaduoto3@gmail.com</a>	+211912632556
7.	Simon Tang	M	Member	<a href="mailto:tangadvkhor@gmail.com">tangadvkhor@gmail.com</a>	+211912512212

## 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)

--

**Personal (peace, joy, doubts, difficulties, team dynamics, holiday, sickness, future plans, general well-being of appraisee, 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?
<b>Objective 1 -</b>		
<b>Objective 2 -</b>		
<b>Objective 3 -</b>		

### ANNEX 4: PERFORMANCE FACTORS

<b>Dependability</b>	(Indicate here: meeting commitments, independence, accountability acceptance, changes dealt with, focus under pressure)
<b>Communication</b>	(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)

<b>Job Knowledge</b>	(Indicate here: understanding of job duties and responsibilities, necessary job skills and knowledge, understanding & operating equipment, understanding/promoting UNIDOR mission and value)
<b>Problem Solving</b>	(Indicate here: what response is to problems (preventative/ anticipating), overcoming obstacles, generating alternative solutions, helps to solve team problems).
<b>Productivity</b>	(Indicate here: managing a fair workload, additional responsibilities taken on, managing priorities, managing time, developing and following work procedures).
<b>Quality</b>	(Indicate here: eye for detail and accuracy, supporting quality standards, improvements made, monitoring quality levels, acting on quality problems)
<b>Teamwork</b>	(Indicate here: contributes to team projects, exchanging ideas, preventing and resolving conflicts, developing positive working relationships, promoting mutual respect, flexibility, open minded)
<b>Planning and Organizing Effectiveness</b>	(Indicate here: balance short and long-term goals, developing realistic plans, coordinating and cooperating with others).
<b>Performance Summary</b>	(when providing comments, consider the employee's performance against objectives, key factors from the Performance Factors section above and strengths/potential improvements)

**NEW**

**OBJECTIVES:**

<b>Indicators</b>	<b>Comments on achievements/examples</b>
<b>Objective 1 -</b>	

<b>Objective 2 -</b>	
<b>Objective 3 -</b>	

**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:**

## **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"> <li>• Unjustified / unauthorised absences of less than one day:</li> <li>• Late arrival to work by 30 minutes or more.</li> <li>• Leaving the work before the closing up time without permission or acceptable excuse.</li> <li>• Leaving work during working hours without an acceptable excuse or permission</li> </ul>	<ul style="list-style-type: none"> <li>• First warning</li> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
<p>Absence without permission or lawful cause from 1 to 3 days.</p>	<ul style="list-style-type: none"> <li>• First warning and payment deduction of days absent</li> <li>• Second warning and payment deduction of days absent</li> <li>• Final warning and payment deduction of days absent</li> <li>• Termination of contract</li> </ul>

Absence without permission or lawful cause from 4 to 6 days.	<ul style="list-style-type: none"> <li>• First warning and payment deduction of days absent</li> <li>• Final warning and payment deduction of days absent</li> <li>• Termination of contract</li> </ul>
Absence for more than seven days without legal excuse or/and notice.	<ul style="list-style-type: none"> <li>• Payment deduction of days absent and termination of contract.</li> </ul>
<p>Justified absences (holiday- sick- accident leave)</p> <ul style="list-style-type: none"> <li>• No information to UNIDOR within 24 hours</li> <li>• Non-return of sickness certificate within 3 days.</li> </ul>	<ul style="list-style-type: none"> <li>• First warning</li> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
<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"> <li>• First warning</li> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
Working with some other employers during working hours, with or without payment, without permission	<ul style="list-style-type: none"> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>

Using office material, vehicles as well as other equipment for personal use or without authorization	<ul style="list-style-type: none"> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
Disobeying supervisors or manager's orders, breaking instructions or disobeying orders & regulations <ul style="list-style-type: none"> <li>• (this also counts for lying etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
Deliberately or repeatedly not producing required invoices regarding his/her working expenses.	<ul style="list-style-type: none"> <li>• Second warning</li> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
Refusing to perform work agreed upon the contract.	<ul style="list-style-type: none"> <li>• Termination of contract</li> </ul>
Issuing life-threatening threats to UNIDOR members or staff or beneficiaries.	<ul style="list-style-type: none"> <li>• Termination of contract</li> </ul>
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	<ul style="list-style-type: none"> <li>• Termination of contract</li> </ul>
Mishandling or carelessness in performing job, which results or could result in damage or semi-damage.	<ul style="list-style-type: none"> <li>• Final warning</li> <li>• Termination of contract</li> </ul>

Any deliberate action against the reputation, interest and image of UNIDOR , including: <ul style="list-style-type: none"> <li>• Defamation of UNIDOR , of its work or of its employees</li> <li>• Knowingly producing wrong data or information to or about UNIDOR and its employees.</li> <li>• Destroying any formal documents regarding UNIDOR s work.</li> </ul>	<ul style="list-style-type: none"> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
Receiving gifts or asking for bribe of any kind from any person, direct or indirect to UNIDOR 's work	<ul style="list-style-type: none"> <li>• Final warning</li> <li>• Termination of contract</li> </ul>
Refusing to sign a warning	<ul style="list-style-type: none"> <li>• Notification of the cases to the labour office</li> <li>• In case of refusing to sign in front of the labour office, termination of contract</li> </ul>
Theft and fraud, including: <ul style="list-style-type: none"> <li>• Using forged documents under UNIDOR 's name</li> <li>• Obtaining UNIDOR's employment on the basis of false or misleading statements</li> </ul>	<ul style="list-style-type: none"> <li>• Termination of contract</li> </ul>
None respect of internal security rules or disobeying written safety instructions	<ul style="list-style-type: none"> <li>• Termination of contract</li> </ul>

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

## 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 ap-

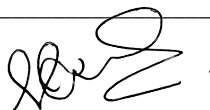
proved by the Labour Office.

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.

Final Approval by supreme body of UNIDOR the board of Directors

Dr Makena Kaburu \_\_\_\_\_

Signature and date  
Chairperson BoD



Date 23/02/2022

James Keah \_\_\_\_\_

Signature and date  
Secretary to the BoD and Executive Director



Date 23/02/2022

Robert Psakin Borter \_\_\_\_\_

Signature and date  
Treasurer to the BoD



Date 23/02/2022

**UNIDOR - SOUTH SUDAN**

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