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GLOSSARY

Management (M): Composed of the Executive Director, Finance and Administration Officer and the Program Officer.

FAC: Finance and Administration Committee.

SMC: Steering and Management Committee.

Senior Staff Those who are officers and part of management

Support Staff Those who are not part of management

CHAPTER ONE

1.1 Background:

The African Women's Economic Policy Network (AWEAPON) is a Pan- African faith-based non Governmental Organization (NGO) with the regional Secretariat legally registered in Uganda Working closely with churches and other NGOs. AWEAPON has an active membership of 150 organizations in 22 countries across Africa. AWEAPON owes its origin to the All Africa Conference of Churches (AACC) Women's Desk that initiated faith-based consultations on the impact of economic policies on women, leading to the formation of a continental initiative in the name of AWEAPON.

Vision -

To achieve household economic integrity and sustainability.
~~AWEAPON works towards achieving economic justice~~

Mission- AWEAPON seeks to empower women especially at grass root level and establish Networks for economic sustainability~~strengthen the capacity of women especially at the grass roots and national levels to influence the shape of economic policy.~~

AWEAPON was then launched as a network of Africa women's CSO engaged in women's rights and gender equality, during the 1994 United Nation's NGO regional preparatory conference that was held in Dakar Senegal. It was during the aforesaid conference that various participants expressed commitment towards the formation of AWEAPON. This was particularly in response to a presentation by a group of women drawn from different countries and organizations in Africa. The main thrust of their presentations was on the impact of economic policies especially on women's own analysis of the economic crisis. The founding principle for the network was that women have the fundamental right to shape economic policies that impinge on their livelihoods.

AWEAPON aims to:

- To create a forum where groups working on economic issues link up, share experiences from national, regional and international perspectives.
- To strengthen the capacity of members and their partners at all levels to analyze, critique and build alternatives to unjust economic policies through research, training, mentorship and information sharing.
- To enhance women productive capacities through business projects' incubation and microfinance support~~Be a forum for analysis, discussion and dissemination of information about existing economic policies.~~
- ~~Strengthen, through training and research, the capacity especially of rural based African women to lobby and influence policy.~~
- ~~Link up groups, networks and individuals to share experiences on the economy.~~
- ~~To strengthen women's capacity to develop alternatives to unjust economic policies.~~
- ~~To ensure that women's needs and concerns become central in economic decision-making process of pertinent institutions~~

The network works around the principle that women have a fundamental right to shape economic policies that impinge on their lives and their families.

AWEPON CORE VALUES

- **Honesty and Integrity:**

This refers to both financial honesty and honesty to our vision mission and strategy. The way we interact with the people we serve, Partners, Government, Funding Partners and among our selves; the way decisions are made and implemented can all reflect integrity to our vision and mission. This value means that AWEPON staffs are not expected to engage in any dishonest activity within or outside AWEPON.

- **Respect for people with a spirit of love:**

Treating people with respect irrespective of ethnicity, religion, economic and social status, position held in AWEPON. AWEPON recognizes people's views aspirations and personalities.

- **Accountability:**

AWEPON staff should be accountable to themselves, Partners, Government, Funding Partners and to people they serve.

- **Transparency:**

All persons affiliated to AWEPON should be open to each other, be informed of what is going on in AWEPON and particularly supervisors to be open to subordinates. However, this should not compromise certain issues and decisions that should be kept confidential.

1.2 Objectives and purpose

The objective of this Human Resource Policy is to provide all AWEPON Staff, Management, [Steering and Management Committee](#), [Finance and Administration Committee](#) and [the Board](#) guidelines for the personnel management function and ensure organizational effectiveness.

This policy aims at establishing clear methods of addressing personnel issues/making decisions to avoid personal precedent and subjective judgment/interpretation.

The policy is a guideline on how staff must be sensitively responsible to the vision, principle and working conditions of the Organization in order to achieve the AWEPON mission. This policy is a broader perspective of the staff Terms and Conditions of service.

1.3 Context of this Policy

The Human Resource Policy is a support tool to the [Steering and Management Committee](#), [Finance and Administration Committee](#) [Board](#) – and Management who supervise staff in order to ensure effective management. It will ensure staffs adhere to all existing policies such as Accounting Policies and Procedures, Procurement Policies and Procedure, Terms and Conditions of service etc. The policy also aims at staff motivation whereby due respect will be given for capacity building.

| AWEPON ~~Steering and Management Committee~~Board reserves the right to make changes as may be recommended by Management, basing on changing conditions and/ or other considerations, to modify, revoke, suspend or terminate any or all of these provisions, either fully or in part, at any time.

CHAPTER TWO

RECRUITMENT, RETRENCHMENT, AND RETIREMENT POLICY AND PROCEDURES:

The policy aims to guide AWEPON ~~Steering and Management Committee~~Board together with the ~~Finance and Administration Committee~~management –in carrying out Recruitment, Retrenchment and Retirement in accordance with the Employment Act, Cap 6 of 2006 in a manner that:

- Enhances recruitment of the right people in terms of numbers and qualifications at the right time and placing them in the right places to manage resources.
- Maximizes productivity, motivation and retention of employees.
- Is orderly, transparent, democratic and mutually supportive.
- Enables employees to securely maintain there jobs and also facilitates the termination of their services to be in an orderly manner and in accordance with the law.

2. Process:

2.1 Vacancy, Advertisement and Job Description.

When a new job is created or a vacancy is available for senior positions, the Executive Director takes responsibility to inform the ~~Finance and Administration Committee~~Board who will review the vacancy and forward to the ~~Steering and Management Board~~appointment Committee for approval. The position shall be filled by either internal staff promotion or direct recruitment. Senior vacancies will be advertised in public media or the Internet. AWEPON is an equal opportunity employer.

Job Description.

A written job description will be provided for each position in AWEPON in order to help staff members understand their responsibilities. Job descriptions are discussed and agreed upon with the employee during the time of orientation and probation. The job description shall include tasks, expected outputs and reporting mechanisms.

2.2 Recruitment and Selection:

2.2.1 Recruitment.

AWEPON staffing is comprised of Senior and Junior positions. Senior positions comprise of the Executive Director, Finance and Administration Officer and Program Officer. The junior positions are; Secretary/Receptionist and Office Messenger.

For any recruitment to take place, whether through internal realignment or deployment there shall be an existing vacancy, which should be brought to the notice of the ~~Steering and Management Committee~~Board for review in terms of need and approval of Vacancy before, an advertisement can be placed. The ~~Steering and Management Committee~~Board will determine whether the job should be advertised internally or to place an advertisement to members of the public.

Head hunting may be accepted if authorized by the ~~Steering and Management Committee~~Board. The Supervisor of the required post, ~~Finance and Administration Committee~~ or any member of the ~~Steering and Management Committee~~Board may do identification of potential candidates who must also be vetted by the appointed interview panel.

Employment of Relatives.

All AWEAPON employees are required to disclose any conflict of interest at the time of application. In case an applicant is a close relative of an existing staff member, the applicant will declare the relationship in writing to the organization and the [Steering and Management Committee Board](#) will make a decision appropriately.

Recruitment process:

- Approval of Vacancy by the [Steering and Management Committee Board](#)
- Job Advertisement internally and /or externally placed in any appropriate public media.
- All job applications shall be received by the Secretariat
- The [Finance and Administration Committee Secretariat](#) shall analyse all applications to come up with a short list of possible candidates for the job. Short listed candidates shall be informed through the contacts indicated on their applications or CVs to appear for interview on the appointed dates.
- The [Steering and Management Committee Board](#) shall appoint panels to carry out interviews and assessment of the short listed candidates, depending on the nature of the job. The Executive Director, Finance and Administration officer and any Technical members, [Steering and Management Committee or Finance and Administration Committee Board](#) shall be part of the Interview panels. External support may be sought were need arises. The members to the various interviewing panels shall be routinely required as a matter of policy to complete the Declaration of conflict of interest Form prior to the interview to avoid bias and subscribe to the AWEAPON values of integrity and transparency in the recruitment process. The interviewing panel will use rating sheets, summary sheets and any other form of tool necessary in assessing and awarding marks during the interview process.
- The recommendations of the appointed interviewing panels shall be forwarded to the [Steering and Management Committee Board](#) for review and appointment or rejection of the successful candidate. Where a candidate is successful, a job offer will be prepared and executed by both the organization and the successful candidate.

2.2.2 Selection.

Selection of staff members shall be made competitively and will be made without distinctions to race, gender, religion, age or nationality.

All candidates who appear and participate in AWEAPON interviews shall receive letters informing them about the outcome of the interview, within four weeks from the time of the interview. In the event that the panel (which may be composed of supervisor, a technical person or any other relevant personnel) fails to get a suitable candidate for the post advertised, the post shall be re-advertised and it shall not be contrary to the recruitment policy to fill the post through head hunting.

References.

References from at least two referees must be received to confirm the successful candidates' suitability for the job.

2.3 Appointment and Induction.

The power to appoint staff in AWEAPON is vested in the [Steering and Management Committee \(SMC\) Board](#). The [Steering and Management Committee \(SMC\) Board](#) may delegate the power to appoint junior staff members at the Secretariat to the [Finance and Administration Committee Secretariat](#).

2.3.1 Letters and Type of Appointment:

A letter of appointment shall be provided to every staff member. Upon receipt of the job offer, the candidate will be required to accept or reject the offer in writing within two weeks from the date of receipt of the offer.

Once the candidate has written back accepting the job offer, a formal appointment letter together with acceptance form and the employment contract shall be prepared and signed by the appropriate appointing authorities. Contracts will range between 1 – 3 years depending on the position one holds. These will be renewed based on performance of individuals and availability of funds.

2.3.2 Acceptance of Appointment.

An appointment of a staff member shall only be deemed valid upon receipt of an acceptance letter by the Executive Director /~~Steering and Management Committee (SMC)Board~~ and a signed copy of the contract provided by AWEAPON. In addition, the staff member will provide personal data to be completed on a form provided by the Finance and Administration Officer.

2.3.3 Effective Date of Appointment.

Effective date of appointment of every staff member shall be as per date indicated on the appointment letter.

2.3.4 Remuneration.

All new staff will join AWEAPON at an appropriate salary grade within the existing structure depending on experience, unique skills and exceptional values and Cost of living at the time. An annual cost of living increment shall be determined by the ~~Steering and Management Committee (SMC)Board~~ depending on staff's performance and availability of funds.

Payment of Taxes.

All staff members of AWEAPON are subject to Pay As You Earn (P.A.Y.E.) deductions as required by the income tax law of Uganda.

Statutory Contribution. (National Social Security Fund)

All staff members must contribute to National Social Security Funds as required by the law. The employees contribute 5% of their salaries while the employer contributes 10% for each full time staff.

2.3.5 Induction and Staff Records.

All new staff will under go an induction, which includes a discussion of their duties and responsibilities by an immediate supervisor. It will involve but shall not necessarily be limited to:

- Providing the new staff with a set of AWEAPON policies and manuals
- Agreeing on standards of performance with special emphasis to teamwork
- Explaining all relevant organization documents
- Introduction to all other colleagues.

All staff personal records will be kept on file with maximum confidentiality and safety. These should include; a copy of the job adverts for the job, application letter and CV, Copy of the letter of appointment and signed contract, photography, Reference letters and a form of personal details and contact.

2.3.6 Probation

To allow time to settle, to help acquire hands on experience, and to allow for a more detailed evaluation of employment suitability in AWEAPON, new staff or those changing positions shall serve probationary periods below:

- Senior staff – 6 months
- Junior staff – 3 months

It is also a period for both the employer and employee to evaluate the suitability of the employment relationship and shall be crowned by the probation appraisal process. This will be done three weeks before end of probation. Staff will be appraised on specific targets agreed upon during induction. According to the outcome, a decision will be made to confirm the staff member in employment or terminate staff in writing. If the staff member is confirmed, upon expiry of the contract duration, the incumbent staff's contract will be renewed if needed and given an opportunity to take up the job if it is still available.

2.4 Retrenchment.

AWEAPON reserves the right to terminate an employee's contract due to:

- Cessation of or inadequate funding or closure of specific projects
- Inadequacy on sustaining the position in AWEAPON structure
- Downsizing exercises based on the organization's needs and financial capacity

Management shall discuss the need for retrenchment and if need be support sought from the [Steering and Management Committee \(SMC\) Board](#). Subsequently, all staff shall be adequately informed and in a dignified manner to cause as little anxiety as possible. Entrenched staff shall receive all due gratuity in addition to last salary earned. Gratuity refers to a token paid to staff at the end of every year in appreciation of their outstanding performance.

CHAPTER THREE:

EMPLOYMENT PRINCIPLES

3.1 Working Hours and Recognized Public Holidays.

The organization's normal working hours are from 8.30 a.m. to 5.00 p.m. with a lunch break of 1 hour between 1.00 p.m. to 2.00 p.m. Normal working days will be from Monday to Friday.

All staff must keep time; failure or absenteeism persistently will lead to disciplinary action/dismissal. When, for unforeseen reason, staff members are unable to report for duty, it is their responsibility to notify the immediate supervisor not later than 10.00 a.m. on the day of absence. A Leave form must be completed immediately.

The recognized public holidays of the Republic of Uganda are the only official holidays for the staff of AWEPON.

3.2 Annual appraisal.

The performance of all employees shall be formally appraised at least once a year. More frequent appraisals may be required in special circumstances. The Executive Director will conduct the appraisal exercise for senior staff members while the Finance and Administration Officer will handle that of the junior staff. The supervisor is responsible for review of the appraisal with the employee who shall signify his or her written agreement or disagreement with the appraisal.

The supervisor–employee review session shall be used to establish mutually acceptable performance and development objectives to be obtained by the employee during the forthcoming appraisal period. The supervisor also makes specific recommendations for training and development activities sponsored by AWEPON.

3.3 Overtime.

Staff members may be required to work beyond the normal office hours in the interest of the organization. Support staffs that are required to work on public holidays or weekends are entitled to a day's holiday with full pay in lieu of the public holiday or payment at not less than double the rate payable for a day that is not a public holiday. This does not include times when staff members choose to come to office during weekends or public holidays to complete any pending work. Only Junior Staff are entitled to overtime compensatory leave. Time off for compensation of overtime cannot be added to annual leave. Work on a public holiday/weekend must approved by the immediate supervisor.

3.4 Engagement in activities outside official employment.

All employees of AWEPON shall devote their (working) time and energy to the work of AWEPON during the term of their contract and other occupations are not permitted. Breach of this provision will lead to termination of employment with AWEPON. Staff can take leave to attend to any personal obligations.

CHAPTER FOUR:

4.0 DUTIES AND OBLIGATIONS OF STAFF.

4.1 Conduct.

AWEPON staff must, under all circumstances, observe the rules of conduct embedded in the values cherished by AWEPON according to the requirements of their function and especially conduct themselves at all times in a manner that meets the highest standard of efficiency, integrity and honesty.

All staff are accountable to AWEPON in achieving the network vision.

4.2 Confidentiality/Discretion.

Staff members shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate to any person any information known to them by reason of their official position, which has not been made public, except in the course of their duties, nor shall they at any time use such information for private advantage or to the detriment of AWEPON. This includes communication with the media, other members of the civil society, donors, governmental bodies etc. The Executive Director is the only official spokes person of the organization.

4.3 Use of Property.

Staff members authorized to use AWEPON property shall do so with the utmost care and diligence. Officers shall be held responsible for apparent misuse of office property.

4.4 Ownership.

Any studies, reports or other material, graphic, software or otherwise, prepared by the staff members for AWEPON under the Contract shall belong to, and remain the property of AWEPON. Even when staff represents AWEPON on various fora and acquire documentation this remains a property of the organization.

CHAPTER FIVE:

LEAVE POLICY

5.0 LEAVE.

All AWEAPON contractual staff will be entitled to thirty (30) working days as annual leave and other types of leave (sick, compassionate, study, paternity and unpaid leave) as described below. Leave must be applied for in writing and approved by the Executive Director before it is taken. Where conflict in leave applications occurs approval will be based on seniority.

5.1 Annual Leave.

Annual leave is intended to relieve an employee whose time has been dedicated to work for a continuous period of four months in a calendar year. Staff members are entitled to annual leave of 30 working days every year on a full pay status to be taken at such a time during the calendar year as may be agreed between the parties

5.2 Sick Leave.

Sick Leave will be authorized when the employee is unable to work due to sickness/injury. Sick leave cannot be granted for care or treatment of family members. Such absences must be authorized within the appropriate leave schedules. The following provisions shall be followed to grant sick leave.

- a) **Notification as soon as possible:** Any member of staff who falls sick and is unable to report on duty should notify his/her supervisor as soon as possible but at least on the day of absence. Days taken off without notifying the office will be deducted from annual leave.
- b) **Doctor's Certificate:** Except with the approval of the immediate supervisor, no staff member may be granted sick leave for a period of more than three (3) consecutive working days without providing medical documents from a recognized medical practitioner. Sick leave exceeding the period of three (3) working days needs the approval of the Executive Director. Unapproved sick leave shall be regarded as unauthorized absence resulting in leave without pay.

Sick leave can be for short term or Long term.

- i **Sick leave for short-term illness.** Refers to when a person is sick for a period not more than 20 working days. The employee shall be granted sick leave recommended by a recognized medical practitioner not exceeding 20 working days with full pay within 12 consecutive months period.
- ii **Long Term illness.** Refers to when a person is sick for more than 20 working days but not exceeding two (2) cumulative calendar months within a 12 month consecutive months period

Any staff on sick leave will be paid full salary for the first month and 50% of the salary for the second month in case recovery is not realised but after the second (2) months if sickness of the employ continues, AWEAPON will be entitled to terminate the contract of service on complying with all the terms of contract.

5.3 Maternity Leave.

Female staff members shall as a consequence of pregnancy, be entitled to a period of sixty, (60) working days leave from work on full wages of which at least 4 weeks shall follow the childbirth or miscarriage. The entitlement for this leave is after completion of one year of service (Employment Act 2006 section S6). Expectant staff is required to announce her pregnancy early enough to the immediate supervisor to

make it easy to plan for unforeseen circumstances latest 3 months prior to anticipate date of delivery. A nursing mother will be allowed an additional one hour for breast-feeding, which can be taken anytime between 2-5 pm during working days.

5.4 Paternity Leave.

This leave is intended to enable male staff members take their responsibility as father for the newly born baby as well as assisting their spouse. Paternity leave of 04 working days will be granted for this purpose. In case of miscarriage, a male staff will be entitled to 4 (four) working days.

5.5 Compassionate Leave.

a) Bereavement

Staff members are entitled to 10 working days of bereavement per annum. This leave is granted to staff that have lost their spouse, child, mother, father or certified guardian.

b) Domestic

In case a staff member is faced with an emergency or a compelling situation, which probably may be due to very pressing domestic problems or involves serious illness of one of the above family members, she/he can be granted a compassionate leave of 5 (five) working days after approval by their supervisor. The leave may be withdrawn if abused by staff and a penalty charged.

5.6 Study Leave.

Study leave shall be a privilege of employees undertaking AWEPON approved courses pertinent to their work and development at the organization.

AWEPON, being a merit employer, staff members are recognized as AWEPON's best asset in order to achieve its mission. The [Coordinator-Executive Director](#) has full responsibility to approve staff's study leave. Staff members may take study leave to upgrade their skills in an area related to their work if this is regarded necessary for AWEPON. Study leave, approved by the Executive Director, shall be on full pay basis up to one (1) month. For longer courses, the employee shall earn 100% salary for the first 3 months. From the 4th month to the 6th month, 75% pay; from the 7th month to the 12th month, 50% pay and beyond 12 months, no payment will be made.

AWEPON staff on study leave exceeding 6 months shall forfeit annual leave accrued to them during the time of their training on return to work.

The Finance and Administration Officer Will prepare annually all staff needs for development/training requirements.

5.7 Unpaid Leave.

This may be granted to any employee who has used up all types of leave provided for but has an urgent need to be away. This type of leave can only be authorized by the Executive Director and should not exceed one month.

5.8 Recall from leave

Where an employee is recalled from leave to perform official duties, he/she shall be entitled to an extension of the leave days recalled.

5.9 Sabbatical Leave

A sabbatical leave not exceeding 6 months shall be given, in special circumstances determined or verified by the ~~Finance and Administration Committee~~Board, to senior staff who in the previous 3 years has not taken a study leave.

6.0 End of Year Shutdown

AWEPON, at the end of each calendar year, shall provide a minimum of 2 weeks for all staff to get some rest and refreshment. This is not part of the annual leave entitlement.

CHAPTER SIX:

STAFF REMUNERATION AND BENEFITS PROCEDURES

6.1 Remuneration Policy.

AWEPON remuneration policy will always be based on current market rates, endeavor to be fair, non-exploitive, non-discriminatory based on gender, race or religion, and sufficient to motivate and retain staff.

6.2 Salary Payments.

Salaries are paid in arrears by cheque or transferred directly to staffs' personal accounts before the last day of the month.

6.3 First Aid Kits.

AWEPON maintains an up to date first aid kit in order to take care of emergencies on mild accidents and should be easily accessible to all staff.

6.4 Insurance.

All staff on duty will be insured under Group Personal Accident cover, this is to offer cover to staff during office hours.

6.5 Gratuity.

AWEPON will provide a one-month's salary payable every end of year of service. No gratuity shall be paid to a staff member whose service has been terminated under the clause on summary dismissal by the employer. Gratuity payment is liable to income tax (PAYE).

6.6 Terminal Benefits/Severance allowance

AWEPON shall pay terminal benefits/ Severance allowance where an employee has been in his or her continuous service for period of six months or more (after the probation period) and where any of the following situations apply

- a) The employee is unfairly dismissed by AWEPON
- b) The employee dies in the service of AWEPON but not by an act occasioned by his/ her own serious and willful misconduct.
- c) The employee terminates his/ her contract on grounds of physical incapacity not caused by his/ her own serious and willful misconduct.
- d) The Contract is terminated by reason of closure or insolvency of AWEPON.
- e) Where the contract is terminated by a labour officer following the inability or refusal of AWEPON to pay wages

However, no Terminal Benefits shall be paid in circumstances where the employee-

- a) Is summary dismissed with justification
- b) Is dismissed by AWEPON and unreasonably refuses to accept an offer of re-employment by AWEPON at the same place of work and terms and conditions of work
- c) Abandons his/ her employment or absconds from his/ her place of work without leave for a period of more than three (3) days without any explanation being provided to AWEPON.
- d) Is still on a probationary contract at time of termination of contract.

Gratuity, bonus or any other similar payment shall be deducted from the severance allowance.

Calculation of Terminal benefits

The amount payable as terminal benefits will be 60% of the employee's annual package calculated basing on his/ her rate of pay at the time of occurrence of any of the situations mentioned above (6.6)

6.7 Staff Loan and Salary Advance.

AWEPON does not provide any loans to staff; however recommendation can be made to a bank that is willing to offer salary loans to staff. The obligation to pay back falls solely on staff that takes up the loan and AWEPON has no financial obligation.

Salary Advance shall only be given under exceptional circumstances, which must be approved by the Executive Director. In case salary advance is given, it must be deducted without exception, from the employee's salary within a period of 2 months.

6.8 Bereavement Benefits.

The purpose of this policy is to offer moral support to staff in times of loss of a spouse, child or biological parent/certified guardian and contribute to the provision of a decent burial in case of death of a staff member.

In case a staff member dies, AWEPON will meet the following:

- Buy a coffin or contribute the equivalent in cash up to UG SHS. 300,000/= (Three hundred thousand shillings)
- Make a contribution equivalent to staff's one-month salary and any other remuneration due to the employee at the date of death.
- Payment of Terminal benefit less any payables owed by the deceased to AWEPON as at time of death, within thirty days of AWEPON being informed of the employee's death.

The next of kin registered with AWEPON will receive the payment.

In case a contracted staff member loses a registered spouse, child or biological parent/certified guardian, AWEPON contributes:

- UG SHS 300,000/= towards transport expenses
- UG SHS 500,000/= towards burial expenses.

Where AWEPON employees are either spouse or siblings of the deceased, there can only be one beneficiary per death in AWEPON.

6.9 Provision of Vehicle (Official and Personal use) Transport Allowance.

AWEPON will not provide the office vehicle(s) for personal use unless in very special conditions approved by the Executive Director/Finance & Administration Officer. Private mileage shall be deducted from staff for this use.

6.10 Terminal Illness /HIV /AIDS.

The purpose of this clause is to encourage staff to be open about their health problems of terminal nature. This will protect staff from strenuous activities depending on agreement with the Executive Director. But this may not make an exception to the sick leave as outlined.

CHAPTER SEVEN:

SUSPENSION, TERMINATION OF SERVICE, AND DISCIPLINARY MEASURES:

7.1 Suspension from duty.

The [Finance and Administration Committee or Steering and Management Committee Board](#) may suspend staff members, who do not fulfill employment requirements set out in the Human Resource Manual and Job Contracts, from duty to allow time for consideration of their case.

A staff member can only be suspended from duty for a maximum period of four (4) weeks within which time a decision should be made either to dismiss or reappoint the staff. Any suspension should not exceed four weeks or the duration of the inquiry, whichever is shorter. During the time of suspension, he/she will be entitled to only half of the salary.

Any staff member suspended from duty shall be notified about the length of their suspension and shall be informed of the appropriate organ of AWEPON that will take action on their case.

A staff member who is on suspension shall forth with cease to perform official functions and shall handover all the organization's property, which may be in his/her possession by reason of his/her employment. Where an employee on suspension is reinstated, he/she will be paid arrears of the basic salary with held during the period of suspension.

7.2 Disciplinary Action

AWEPON ensures that all disciplinary actions are carried out in a fair, consistent and professional manner. The disciplinary action shall have the goal of correcting or improving performance where breaches of discipline do not warrant instant dismissal.

The organization can take disciplinary action against staff through:

- A written warning,
- Suspension with or without payment,
- Dismissal with notice,
- Dismissal without notice in case of serious offence.
- Termination of employment contract.
- Continue in employment but at half pay for a period to be agreed upon by the parties

AWEPON shall, before reaching a decision to dismiss an employee, on the grounds of poor performance or gross miss conduct, explain to the employee, in a language the employee is reasonably expected to understand, the reasons for which AWEPON is considering dismissal and the employee is entitled to have another person of his or her choice present during this explanation.

Staff will be informed in writing stating the reasons and considerations for the measures imposed as stated below.

7.3 Termination

The services of a member of staff shall be terminated as a result of disciplinary proceedings or unsuccessful performance. The concerned staff shall be served with notice or paid in lieu of notice in accordance with the provisions of the Employment Act 2006 Cap 6 section 58. The staff shall be entitled to their saved gratuity and accumulated leave.

The employment contract shall be terminated on any of the following grounds:

- If position/service is no longer required by the organization.
- If in circumstances beyond the organization's control cannot be continued or need to scale down.
- Breach of all standards as set in the Human Resource Manual.
- The employee abandons in his/her duty willfully or habitually.
- The employee has a record of poor/ unsatisfactory performance.
- The employee violates or neglects established procedures and regulations.
- The employee cannot perform duties due to physical disability or terminal illness.
- The employee has received 3 (three) written warnings within a period of 12 (twelve) consecutive months.
- By summary dismissal for any lawful cause.

7.4 Dismissal

As a result of disciplinary proceedings, a staff dismissed shall be entitled to their saved gratuity, accumulated and approved annual leave.

7.5 Summary Dismissal.

This is dismissal without notice or contract terminated with immediate effect. Such gross misconduct includes:

- Theft or Sabotage/ willful damage of AWEAPON property.
- Forgery and acceptance of bribes.
- Abandoning the job without notice/ permission for a consecutive period of two weeks.
- Breach of any provisions contained in this policy and terms and conditions of service.
- Facts come to light which if known prior to appointment would have precluded the staff member from appointment eg. Misrepresenting oneself prior to appointment.

AWEAPON will be under no financial obligation to staff in case of summary dismissal apart from current month's salary.

7.6 Resignation

Employees upon resignation shall give a written notice depending on contract, stating reason for resignation. All resignations will be addressed to the Executive Director or [Steering and Management Committee the Board](#). The immediate supervisor of the resigning employee should hold an exit interview with the resigning employee.

All employees leaving the organization will be required to prepare clear handover reports to their immediate supervisor. The report must indicate work accomplished and pending.

A form must be signed to specify the condition of handover.

Staff departing will be required to hand in all property and sign a clearance form, which will enable AWEAPON, settle financial obligations.

7.7 Expiration of Contract.

AWEAPON shall indicate the intention to renew or provide for continuation of the employment contract at least 3 (three) months prior to expiry of contract.

7.8 Certificate of service.

On termination of employment for reasons other than summary dismissal, AWEPON shall give a certificate of service stating the following.

- Name and address of employee,
- Job title and identity card number.
- Date of appointment and termination.
- Nature of work and responsibilities held.
- Major training events undertaken.
- Awards received

CHAPTER EIGHT:

STAFF TRAINING AND HUMAN RESOURCE DEVELOPMENT.

8.1 Policy Issues

In order to achieve its mission, AWEPON recognizes staff as a valuable asset. Staff will therefore be encouraged to train so as to raise their job competencies in the related fields.

This is a continuous process, in order to realize development of all abilities. Management shall endeavor to identify training needs which suit in the organization core purpose. AWEPON will endeavor to view and treat individual employee aspirations as its own.

8.2 Staff Training needs Eligibility.

It is AWEPON's policy to provide appropriate learning and development opportunities for all staff at all levels. All learning should be relevant, practical, and experiential and complementing the gaps in the existing skills.

Needs will be identified and priority given to the staff training. A systematic learning and development needs assessment will be carried out annually by the responsible supervisor. However, training may take different forms not only formal training, but could be on the job learning, mentoring, exposure to various learning opportunities, etc.

8.3 Learning and Development Strategies.

AWEPON will engage in various strategies to ensure its mission is achieved through staff learning. These strategies include orientations and inductions, in house training, workshops, conferences etc. Skills training will be done outside working hours as much as possible. Where circumstances do not allow approval will be sought from the Executive Director.

8.4 Trainee Obligation.

Staff undergoing any form of training will be obliged to strive for success and produce a report as well as share experience with others upon completion. Staff that will represent AWEPON on different fora will be obliged to write a comprehensive report and submit it to the immediate supervisor.

8.5 Monitoring and Evaluation.

AWEPON's communication to improve skills of staff requires that all training activities will state clearly any measurable outcomes that can be evaluated. This will take place in several stages as required by the supervisor.

If funds allow, AWEPON will annually budget for training so as create an enabling environment for staff development.

CHAPTER NINE:

GENERAL PROCEDURES:

9.1 Communication.

Staff shall endeavor to create a flowing communication system, by following every incoming/outgoing communication seriously. Information must be passed on to the right people at the right time and must have meaning. Communication to press without written approval from the Executive Director is prohibited and will lead to disciplinary procedure.

9.2 Identity Cards.

All employees will be issued Identity Cards during their service contract. These remain a property of AWEAPON and must be returned upon termination before benefits are paid. ID card safety is the sole responsibility of each employee.

9.2 Office Property.

All AWEAPON's property must be treated with care and respect. Staff has responsibility to ensure that any loss or damage to organization property is reported immediately AWEAPON's property must be engraved. A form for borrowing office equipment must be filled and approved by the Finance and Administration Officer.

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Board Chairperson
Steering and Management Committee Board

Chairperson
Finance and Administration Committee