



HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT POLICIES AND PROCEDURES MANUAL

CF HROD PP

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Ken Matekenya

Executive Director

FOREWORD

Human Resource and Organisational Development Policies are formal rules and guidelines that businesses put in place to manage their employees. HR Procedures on the other hand are step-by-step instructions that specify what actions should be taken to comply with these policies. The purpose of having Human Resources and Organisational Development Policies and Procedures is to provide a basis for encouraging consistency and coherence in organisational behaviour. The Human Resources and Organisational Development policies and procedures provides a system of accountability and a basis against which to assess current management practice and decide future ones. As such Human Resources and Organisational Development policies and procedures are also both a mandate for action and a method of accountability. The Human Resources and Organisational Development Policies and Procedures Handbook is therefore regarded as a reference to guide decisions and actions in **Chitukuko Foundation**.

In addition to protecting **Chitukuko Foundation** from legal claims, the policies will play an important role in fostering a culture of trust, fairness and inclusion. Some of the benefits of having these Human Resources and Organisational Development Policies include the following:

- To transparently communicate the conditions of employment
- To set employee expectations with regard to their carer growth
- To help Chitukuko Foundation address employee grievances and disputes
- To speed up the decision making process on various HR matters
- To help ensure all employees are treated equally and fairly, and
- To create a safe and healthy working environment

In compiling these policies and procedures, reference has been made to **Chitukuko Foundation** values, best practice in other social development organisations, Malawi's Employment Act of 2000, recent industrial relations court decision and advice as well as Management decisions. The document is subject to regular reviews. However, changes and revisions on various issues will be communicated through notices to all staff.

The Human Resources and Organisational Development policies and procedures Handbook becomes a policy document upon its approval by the Board of Trustees. From that point on it is binding on all of **Chitukuko Foundation** staff unless otherwise stated in contracts. It shall govern the employment relationship between **Chitukuko Foundation** and all members of staff.

1. INTRODUCTION

Chitukuko Foundation is a local non-governmental organization established in 2013. The organization was registered under the Trustees Incorporation Act and the registration number is: TR/INC 5065. **Chitukuko Foundation** is also registered with the NGO Regulatory Authority (NGORA) under the Registration Number: NGO/L/23/024, and registered with the Council for Non-Governmental Organisations in Malawi (CONGOMA) under Registration Number: C1715/2023. The organization believes that education is a catalyst for all development activities and that education enhances human development in all areas of people's social, economic, political and cultural rights. Our organization apart from focusing of education as the main thematic area, these subsectors of climate change resilience, (disaster risk management, food and livelihoods security, natural resources management), HIV and AIDS, youth empowerment, governance, gender and women rights, water and sanitation, Sexual Reproductive Health Rights, are the areas that reinforce our programming. Gender is mainstreamed in all our programs.

Vision:

A community without poverty and in which every individual attain the highest level of education that will enable them exercise their right to a life of dignity by realising their social, cultural, political and economic rights that transforms the mind-set.

Mission:

Chitukuko Foundation exists to contribute towards the progressive realization of right to attainment of the highest possible education and the people's ability to apply knowledge and skills gained in education in their development and daily life. This is achieved through working with volunteers and in partnership with likeminded civil society organizations, donors and other partners working for the same cause at all levels.

Chitukuko Foundation Objectives:

- To promote provision of quality education (primary and secondary) early childhood development for children, informal education and skills development in line with Malawi 2063 Enabler 5, and the Sustainable Development Goal 4 (SDG4).
- To conduct advocacy and community awareness raising on education policies, legislation and practices that promote or hinder community participation in education.
- To support implementation of education enhancing interventions such as climate change resilience, (disaster risk management, food and livelihoods security, natural resources management), HIV and AIDS, youth empowerment, governance, gender and women rights,

water and sanitation, Sexual Reproductive Health Rights, to ensure that barriers to access to education for children are minimized.

Identity:

Our vision, mission and the objectives enhance our aspiration to be recognised as: -

- A leading local development organization in the country championing collective action against illiteracy and oppression of marginalized people.
- A grassroots and policy-oriented local organization focusing on addressing inequalities and injustices in the country through our engagement with the rights holders.
- In the long term, we want to affiliate ourselves to national and international outlook in our profile and in our actions.

Values:

Respect for Human Rights: Increasing understanding and appropriate exercise of human rights and God-given freedoms especially among women, girls as well as the most vulnerable and marginalized groups of the community, believe and act with the understanding that people are of equal value irrespective of their individual circumstances, backgrounds or characteristics.

Mutual Respect: Fully value and affirm the dignity of each person in the community we serve. This respect is also the foundation of our relationships with those involved with our work including donors and other stakeholders and believing that the rights holders have the potential to overcome their vulnerabilities at all cost while on the other hand, respecting the laws, social, cultural and traditional values of our country and place of work.

Stewardship: Proper and prudent utilization of resources entrusted to the organization for the ultimate benefit of the community at large and promoting that culture that ensures that we remain accountable for our actions, open in our communications and relations, and credible in the decisions that we take.

Solidarity: Cultivating genuine relationships with all community members based on love and trust in order to strengthen ties that bind the right holders end their vulnerabilities and injustices being faced in non-discriminatory manner.

Empowerment: Equipping the community to confidently exercise initiatives and engage in decisions with a sense of informed choice on community matters and maintaining attitudes and behaviours that encourage true and genuine partnerships and alliances with others fighting for the common good.

Independence: Remaining independent in the decisions we take based on our mission, values and convictions, non-partisan in party-politics and religious affiliation and not being influenced by powerful forces based on their social, economic and political status and affiliation.

Courage of conviction: Believing that we must be bold and resolute in our beliefs, not fearing to take risks, acting without fear of failure, and embracing error as part of learning, gaining and applying knowledge.

2. GENERAL

Chitukuko Foundation shall have a Human Resources and Organisational Development (HROD) Policies and Procedures manual that is aligned to Malawi laws. The HROD manual shall be reviewed every 5 years. These policies and procedures will be cited as the “HROD Policies and Procedures” referred to as ‘policies and procedures’ from this point onwards. These policies and procedures shall be effective from2023.

The policies and procedures spell out the policy of **Chitukuko Foundation** with regard to the management of the employment relationship, and general procedures that will guide implementation of the policy. The policies and procedures may be amended in whole or in part at the discretion of **Chitukuko Foundation** Management, depending on prevailing situations. **Chitukuko Foundation** may consult with staff to consider proposed amendments. Such amendments will be subject to the endorsement of the Management Team and the Executive Director’s approval.

All staff employed by **Chitukuko Foundation** shall be subject to these policies and procedures, unless **Chitukuko Foundation** determines differently in individual contracts.

The interpretation and application of these policies and procedures shall vest with the Finance and Administration Manager/Officer in the early years, and as the organisation grows these policies and procedures shall vest with the HROD Manager. Any misunderstanding arising from such interpretation and/or application shall be referred to the Executive Director.

3. DEFINITIONS

In these policies and procedures, unless inconsistent with the context, the following words shall be defined as follows:

“Acting appointment” means a situation where an employee is required to perform temporarily the duties of a higher grade position for at least the qualifying period specified in the relevant acting appointment letter.

“Appointment” means the designation of a person to a particular position in **Chitukuko Foundation**.

“Bribery” means acceptance or offering of a gift, or money, or a service in order to influence a decision regarding provision of **Chitukuko Foundation** service or award or a contract.

“Casual employee” means any person employed on a daily or hourly rate basis for a specified period or task unless the term of employment is for a period of three months or more, or the person has been employed for a period of three months or more with no break in employment in excess of five working days.

“Confirmed Staff” means staff who has successfully completed her/his probationary period and has been confirmed in the job in writing and is expected to work up to the end of the Contract period.

“Conflict of Interest” means a situation in which a person in a position of trust, has competing professional or personal interests which can make it difficult to fulfill his or her duties impartially as it can create an appearance of impropriety that can undermine confidence in the person or profession or organization even if no unethical or improper act results from it.

“Contract Period” means the duration when an employment relationship is going to exist between **Chitukuko Foundation** and an individual staff.

“Corruption” in relation to the soliciting, accepting or obtaining or to the giving, promising or offering of a gratification means the doing of any of the aforementioned things by way of a bribe or other personal temptation, enticement or inducement.

“Executive Director” means the Executive Director of **Chitukuko Foundation** who is responsible for the day to day running of the organisation in Malawi.

“Disciplinary action” means the steps that will be followed prior to meting out penalties to staff for breaching policies and procedures.

“Dismissal” means discharge of staff from the service of **Chitukuko Foundation** without notice or salary in lieu of notice.

“Establishment” means a structure of the organization showing the number of grades of posts, chain of command, departments or sections and their relationships.

“Legal spouse” means the lawful wife or husband of a **Chitukuko Foundation** staff formally declared to **Chitukuko Foundation**.

“Period of Notice” means the notice of a termination of service issued in writing by either party.

“Probationary period” means the period that a new appointee must serve **Chitukuko Foundation** prior to being considered for regular service.

“Probationary Staff” means a staff who is still serving a probationary period and her/his continued employment depends on successful performance during the probation period.

“Redundancy” means the termination of services of staff by **Chitukuko Foundation** as a result of the staff becoming a surplus to the operational requirements of Chitukuko Foundation or being unsuitable to hold a position in **Chitukuko Foundation** or in accordance with the Employment Act

“Regular staff” means a staff who has satisfactorily completed a period of probation and has been confirmed to occupy a substantive position and notified in writing.

“Staff” means persons appointed in writing by **Chitukuko Foundation** to work as employees of **Chitukuko Foundation**.

“Substantive Positions” These are the established posts as set out in the organization structure

“Take Home Pay (THP)” means the legal requirement for net pay as prescribed in the Employment Act.

“Temporary Staff” means an individual employed, either on a full-time or part-time basis, for a specific period of time less than six months. Temporary employees are entitled only to those benefits required by statute or as otherwise stated in their contract of employment.

“Whistle blowing” refers to the disclosure internally and externally by staff or the provision of certain information by a third party which they have come across in the course of their duties.

4. RECRUITMENT POLICY

Chitukuko Foundation acknowledges that the appointment of competent and committed staff is essential to its ability to achieve its mission goals. To this end, **Chitukuko Foundation** is committed to open and transparent recruitment processes and to recruiting people who have the necessary qualifications, experience, competencies and **Chitukuko Foundation** values. To ensure oversight, it is the Executive Director who will approve any new appointment.

4.1 Equal Opportunities Policy

Chitukuko Foundation shall follow the spirit and intent of all local employment laws and is committed to equal opportunity. To that end, **Chitukuko Foundation** will not discriminate against any staff or applicant in a manner that violates its values and the law. **Chitukuko Foundation** is committed to providing equal opportunity for all staff and applicants without regard to *race, sex, gender, ethnic origin, age, colour, nationality, marital status, home responsibility, natal status, sexual orientation, physical ability and health, HIV/AIDS status, culture, beliefs and social background* and any other characteristic protected under local law. The Executive Director shall act as the responsible agent in the full implementation of the Equal Employment Opportunity policy.

4.2 General Provisions

- 4.2.1 Whenever possible, vacancies will be filled by individuals with the most appropriate education, experience, skills, and abilities, level of commitment, attitudes, behaviours, and values that fit best with those of the organisation.
- 4.2.2 Affirmative action will be taken when necessary to increase the number of women staff members, where there is a disproportionate number of men (but not vice versa) aiming for a 50-50 gender ratio.
- 4.2.3 Promotion and development of women's leadership will be supported by ensuring an improved gender balance across the organisation and women at senior levels. This policy will seek to cut across stereotypical/traditional male and female roles.
- 4.2.4 Affirmative action will also be taken to create an appropriate staffing mix of people with disabilities, people with HIV/AIDS, thereby ensuring a dynamic and diverse workforce at all levels. However, the organisation will not identify people according to such details (for example HIV/AIDS, etc) and any information disclosed will be confidential.

- 4.2.5 Value of people's knowledge of their local context shall be recognised in recruitment processes.
- 4.2.6 Staffing of all offices shall reflect the diversity of people from the different regions of Malawi and will be monitored regularly by the Finance and Administration Manager.
- 4.2.7 Staff shall serve in any location in Malawi and travel within and outside Malawi as may deemed necessary from time to time in connection with work duties.
- 4.2.8 Promotion of internal staff in each location shall be supported whenever such vacancies are available in the interests of organisational stability and staff motivation, and also maintain a balance between internal promotion and fresh recruits to promote dynamism. Records of internal promotions shall be kept by Finance and Administration Manager and reported annually.

4.3 Conflict of interest

Staff in **Chitukuko Foundation** are required to disclose any potential or real conflict of interest with the organisation prior to/or after they are recruited (*See Appendix 1 for Conflict of Interest Declaration Form*). Similarly, **Chitukuko Foundation** staff with recruitment responsibility (Line Managers, Finance and Administration Manager and interview panel) must declare any conflict of interest with potential staff as well as individuals for hire in non-staff categories. This will be recorded in the interview report and the Chair of the Panel, in consultation with the Finance and Administration Manager may ask the panellist to withdraw from the proceedings.

4.4 Employment of relatives

In general, **Chitukuko Foundation** discourages the recruitment of spouses, partners, parents, parents-in-law, children, brothers, sisters, uncles, aunts, nieces, nephews or first cousins of existing staff in staff and non-staff categories. However, they may be hired under the following specific conditions:

- a. The relative is the most qualified and only suitable candidate for the position
- b. There is no direct line management relationship
- c. They will not work together in the same department (especially within a finance function)
- d. One will not audit/assess the work of the other

The same clauses apply in the case of marriage among colleagues after their entry to **Chitukuko Foundation**.

4.5 Categories of employment

4.5.1 Regular status

All regular staff of **Chitukuko Foundation** shall ideally be on 3-year contracts. All staff employed for a specific project will have a contract whose life span shall be determined by the duration of the project. A contract appointment is for a fixed term or specific assignment/s. Unless renewed, the contract ceases to exist at the expiry of the contract period or end of the assignment.

4.5.2 Short-term status

All temporary staff shall be on contracts whose duration could range from one month to a maximum of six months. Usually short-term staff are tied to temporary arrangements that are task bound and not for an established position unless it is a temporary replacement.

4.5.3 Casual status

All casual staff shall be on daily rate or task-bound contracts. Normally duration could range from a few hours, days to a month. Usually casual staff performs a task that is temporarily part of established work routine.

4.6 Recruitment Procedures

4.6.1 Creation of posts

All positions are created after approval by the Executive Director. No Line Manager may independently create new posts, without formal scrutiny and approval. Full documentation justifying the creation detailing the position's deliverables and linkage to unit deliverables must be submitted to the Finance and Administration Officer/Manager and the Executive Director (*see Appendix 2 for Request to Create New Position/Recruit Temporary or Regular Staff*). Upon approval, the worth of post relative to other posts already established will be established using the prevailing job evaluation system.

4.6.2 Responsibility for recruitment

All positions recruitment processes will be overseen by the Finance and Administration Unit. The Finance and Administration Officer/Manager will be responsible for making the job offer and issuing the relevant contract following approval by the Executive Director.

4.6.3 Temporary staff

Recruitment and selection for temporary positions can be conducted at all offices in consultation with the Finance and Administration Unit following approval to recruit from the Executive Director (*see Appendix 2 for Request to Create New Position/Recruit Temporary or Regular Staff*). The District Coordinator will submit the results of the interviews to the Finance and Administration

Unit in the form of an Interview Report with recommendations for appointments. The Report will contain proof that the position was open to competition; composition of the interviewing panel and assessment made during the interview against the established assessment criteria e.g. use of interview assessment form, written/practical tests, etc. For the Head Office, the Finance and Administration Unit will be responsible for recruitment and selection for temporary positions. The guidelines for temporary employment are attached in *Appendix 3: General Guidelines to Temporary Employment Arrangements*.

4.6.4 Regular staff

All recruitment and selection will be done centrally and coordinated by the Finance and Administration Unit. Once a vacancy has occurred, the recruiting Unit Head shall inform the Finance and Administration Unit regarding the need to fill the vacant position through relevant form (*Appendix 2*). The recruiting Unit Head will provide proof that the post has been budgeted for and this will be submitted to the Finance and Administration Unit. The Finance and Administration Manager will be responsible for creating documentation for the entire selection process.

4.7 Timeline for Filling Vacancies

All vacancies for positions shall ideally be filled within six months.

4.8 Advertisement

The recruitment and selection process shall always begin with a vacancy to be filled as approved by the Executive Director. Responsible Line Managers shall complete a Requisition form for the Executive Director's endorsement, which shall then be forwarded to Finance and Administration Unit.

4.9 Source of Candidates

Chitukuko Foundation will advertise for the most competent candidates both internally and externally to ensure a fair and transparent recruitment process. **Chitukuko Foundation** will first seek internal candidates and will turn to external advertisement only where there are less than two internal candidates. **Chitukuko Foundation** however, also appreciates that solely relying on internal succession is not an ideal situation since moving people around may serve to create 'holes' in other parts of the organisation. Where it would be of greater value to the development of **Chitukuko Foundation** overall, external advertising shall be used to recruit staff.

4.10 Format of Adverts

Advertisements will include a short introduction to **Chitukuko Foundation**, the relevant position, minimum qualifications, and other criteria such as work experience, base location, major areas of responsibility and any other specific conditions. Such advertisements will have clear closing dates and addresses (postal and/or email) for applications. The Finance and Administration Unit will be responsible for placement of all advertisements.

4.11 Placement of Adverts

The appropriate mode of advertisement [whether within or outside the organisation] will depend on the nature of the post.

4.11.1 Internal and external advertisement

As a general rule, all senior management level vacant positions will be advertised internally and externally in Malawi to allow a regular check that **Chitukuko Foundation** is maintaining quality internally which is at least as good as the external market.

4.11.2 Media

The Finance and Administration Manager will arrange for the advertisement to be placed in the local daily newspapers and notice boards in all sections of **Chitukuko Foundation** and through email.

4.11.3 Application period and wording

Advertisements shall normally allow for a minimum of a week to 2 weeks for receiving applications. Advertisements shall appropriately be worded to encourage women and other socially excluded groups.

4.12 Merit-based Appointments

In exceptional circumstances, where outstanding and obvious internal candidates are identified, merit-based appointments can be made without advertisement, especially if there is a lack of sufficient time for a full advertising process. This requires the consensus of the Line Manager, Finance and Administration Manager and one additional senior Manager to ensure objectivity. This decision must also have the final approval of the Executive Director.

4.13 Head hunting

When recruiting for leadership positions and specialised functional and thematic roles, **Chitukuko Foundation** cannot rely solely on advertisements to find the most appropriate candidates. Thus, direct and targeted searches for such candidates may be conducted through head hunting. The Executive Director, in consultation with the Finance and Administration Manager will sign off on headhunting processes. If such head-hunted candidates accept **Chitukuko Foundation's** invitation to apply they will be placed directly on the short list but must still go through the same formal selection procedures applicable to all other applicants.

4.14 Selection Procedures

- 4.14.1 The recruiting Unit Head will be involved in carrying out the initial short list of all applicants together with one or two other senior staff appointed by the Finance and Administration Manager in consultation with the Executive Director.
- 4.14.2 For regular staff the initial short list will be submitted to the Finance and Administration Unit for verification and the Executive Director for approval.
- 4.14.3 The Finance and Administration Unit will be responsible for inviting all short-listed candidates to the interview, giving adequate notice, not less than 5 days before the set interview dates.
- 4.14.4 For Senior Management positions, attempts will be made to include an appropriate external panel member, with acknowledged domain expertise (functional or geographic). In the case of the appointment of front-line staff, where appropriate, a partner organisation or a member of the community may be invited to the panel or to any other part in the selection process. Any potential conflict of interest between panel members and potential staff must always be explored and avoided.
- 4.14.5 The Finance and Administration Manager in consultation with the Executive Director will assemble an Interview Panel and endeavour to make appropriate gender representation on the Panel.
- 4.14.6 The Finance and Administration Manager shall ensure that the Panel members are well trained in selection interview techniques and use of relevant interview assessment forms.
- 4.14.7 The recruiting Unit Head and the Finance and Administration Manager will normally be part of the interview panel.

- 4.14.8 The Executive Director will normally be a panel member in the recruitment of Middle and Senior Managers but if circumstances warrant this role may be delegated as appropriate in the case of the recruitment of Middle Level Managers.
- 4.14.9 The selection process may be conducted either internally or given to recruiting agencies depending on the lead-time and required expertise. In the case of short-term contracts, the Finance and Administration function in consensus with the Line Manager and with approval from the Executive Director, may decide to waive some parts of the process.

4.15 Reimbursement of Transport Costs

Transport costs shall be reimbursed to interviewees on production of a valid ticket or for the most direct express bus/coach route to the venue of interviews from the place of residence of the applicants. Exceptions to this shall be cleared with the Executive Director.

4.16 Assessment Procedure

Besides technical expertise and experience, the selection process aims to assess the candidate's alignment with **Chitukuko Foundation** values, attitudes and behaviours, work style and sensitivity to gender and diversity issues. If it proves difficult to recruit staff with the required technical competence they shall be recruited on the basis of their values, attitudes, behaviour and potential.

- 4.16.1 All short-listed candidates must participate in the assessment process including an interview.
- 4.16.2 The process shall be relative to the nature and level of the job. For senior management positions, the assessment process shall include several of the assessment methods listed below, depending on the position:
- a. A written assignment or similar exercise to assess domain knowledge, writing and analytical skills
 - b. Group discussion to obtain an understanding of the individual's knowledge, communication skills, interpersonal skills and ability to influence
 - c. Role play, simulations and other exercises to judge decision-making and problem-solving abilities
 - d. A visit to the post's location, particularly if the role is field-based

- e. Exercises/psychometric assessments to test emotional ability
 - f. Panel interview with a follow up one-to-one interview if required
 - g. Peer group/staff interaction to provide an opportunity for candidate and the peer group to meet and assess mutual suitability. Such interactions will give the candidate an insight into the organisation and expectations of staff/peers
- 4.16.3 The recruiting Manager in consultation with Finance and Administration Manager will plan on how to approach the interview and what selection method(s) to use at least a week before the interview date. The Finance and Administration and the concerned Line Manager will jointly develop a set of criteria and agree on a pattern of discussion to be followed in the interview. It is a pre-requisite that a well-defined job profile is prepared by the Line Manager and agreed with the Finance and Administration function prior to interview. The job description used will be the one approved by the Executive Director and evaluated through the job evaluation system.
- 4.16.4 The panel interview is the most critical part of the selection process. It may be introduced towards the end of the recruitment process after some of the agreed basic selection processes are completed. This gives panel members an opportunity to consider some of the observations made in earlier processes.
- 4.16.5 An offer of employment will depend upon the recommendations of the selection panel into which the assessment of all selection processes used shall feed.

4.17 Conditions for Appointment/Re-appointment

Every person appointed to a position in **Chitukuko Foundation** shall:

- a. Pass formal interviews as prescribed for a particular position
- b. Provide names and addresses of at least 2 traceable referees to be contacted as part of interview process; one of whom shall be the candidate's most recent employer, educational institution from where the candidate obtained his highest level of qualifications, and/or a professional person known to the candidate who can vouch for him/her. References should highlight both the professional and personal characteristics of the candidate. All appointments are subject to receipt of acceptable references. In cases of senior staff appointment, confidential reference seeking beyond the nominated referees is a valid part of the process
- c. Obtain favourable security clearance issued by the Malawi police.

On commencement of service, staff shall submit the following documents to **Chitukuko Foundation** through the Finance and Administration/HROD Unit, where appropriate:

- a. Certified copies of the original certificates in support of educational qualifications
- b. Certified copies of letters or certificates of service from all previous employers.

4.18 Appointment authority

4.18.1 Appointments to all positions will be in writing.

4.18.2 All appointments are usually signed by the Executive Director unless such authority is decentralised to other levels. In the latter case appointments are made in consultation with the Finance and Administration Manager by the Line Manager concerned

4.18.3 All appointments must first be approved by the recruiting Line Manager's supervisor. In the case of dual-reporting structures there must be consensus of Line/functional Managers and Finance and Administration Managers. All appointments of direct reports are approved by the next level of management

4.18.4 In the case of transition, disciplinary action or long absence of the Line Manager, authority for staff appointment will automatically fall to the next level of management.

4.18.5 The Executive Director will sign all appointments at the Senior Management level (direct reports) in **Chitukuko Foundation**. The Executive Director will also sign appointment letters for all staff.

4.18.6 The new appointee is expected to write an acceptance letter as proof that he/she has accepted the offer.

4.19 Probation

4.19.1 A probation period is applicable to all new staff from the date of hire. Internal candidates taking up a similar new position may have the probation period waived.

4.19.2 All contract staff shall serve a six months' probation period. During this time the Line Manager will assess the suitability of the employee to the post and submit quarterly reports to Finance and Administration Unit and the Executive Director.

- 4.19.3 At the end of the six months, the period may be extended, appointment confirmed or terminated as determined by the Line Manager. All these decisions/actions will be formally documented and communicated to the staff in writing.
- 4.19.4 An employee will be confirmed provided the Line Manager has determined that performance has met the required standard and is satisfactory.
- 4.19.5 Where a probation period has to be extended or contract terminated, the Line Manager will fully explain the reasons to the employee, and submit written documentation to the Finance and Administration Unit. A maximum of 3 months extension may be granted. In the case of probationary female employees who proceed on maternity leave, hence in effect interrupting their probation period, their probation period shall be extended in order to provide for sufficient time during which their performance can be observed and assessed. Both the Line Manager and the employee will have to agree on a date when a formal performance review will be undertaken. The probation period shall be extended by the same period of interruption, with effect from the date of recommencement of duty.
- 4.19.6 The employee will receive a letter of confirmation, extension of probation or termination of employment.

4.20 Duty Station

All employees of **Chitukuko Foundation** shall be expected to be located and/or relocated anywhere in the country as determined by the requirements of the program. This will be stated in the appointment letter and employment contract.

4.21 Secondment

As part of the wider **Chitukuko Foundation** family, **Chitukuko Foundation** will utilise the strengths and capabilities that exist in the organisation. Secondment provides an opportunity for staff to learn and expose themselves to different parts of the organisation within/across the country.

Staff are encouraged to familiarise themselves with the **Chitukuko Foundation** Secondment policy as part of these policies and procedures.

4.22 Flexible work arrangements

Chitukuko Foundation aims to support working parents or staff with other caring responsibilities to help them balance work to meet external responsibilities. A set of 'Family Friendly Policies' to cover flexible working such as flexi-time, home working, will be considered.

In cases of home working, staff are responsible for ensuring sufficient work-related infrastructure at home to enable effective work (for example equipment such as computers, telephones and internet access).

4.23 Consultants, Retainers, Volunteers/Interns, Fellows and Casuals

Chitukuko Foundation may engage the services of consultants, retainers, volunteers/interns, fellows and casuals who will not be **Chitukuko Foundation** staff and will not be listed on the muster. They are not eligible for any long-term benefits. All terms and conditions applicable to them will be specified clearly in their contracts.

4.23.1 Consultant

Consultants are professional experts hired for specific tasks with a required set of specific results, defined over a specific time period. Remuneration will usually be calculated on a daily or monthly basis for the duration of the assignment. **Chitukuko Foundation** management will establish and document guidelines governing remuneration of consultants, including maximum rates depending on category and expertise.

The procedure for the recruitment of Consultants is outlined below:

- (i) **Chitukuko Foundation** shall engage local consultants, directly for specific periods of time.
- (ii) The recruitment of Consultants shall be the responsibility of Finance and Administration Manager and the Procurement Committee. The relevant/requisitioning Unit Head shall provide technical advice to the Finance and Administration Manager and the Procurement Committee on the selection of the consultant. Recruitment shall be carried out on a competitive basis which depending on the nature of the job may entail advertisement in the newspapers or short-listing from an established list of Consultants including those who might have done similar work for **Chitukuko Foundation** before or elsewhere. Recommendation for such Consultants shall be sought from a recognized person or institution. Priority shall be given to Registered Consultancy firms while individuals may be considered on a case to case basis upon recommendation from their employer or former employer where similar work was done before.
- (iii) Since Consultants are not legal employees of **Chitukuko Foundation**, they shall have a specific contract for their specific work. Where consultants are employees of other institutions, they

shall be required to submit a letter of approval by the organisation/institution to pursue consultancy as individuals.

- (iv) The contract shall include the specific Terms of Reference for the Consultancy, amount and basis of remuneration, location, duration of assignment and any other specific conditions. All conditions relating to the contracting parties must be clarified and signed before the commencement of the assignment. The remuneration package shall be arrived at after negotiations with the prospective consultant based on his/her proposed budget for the work. The contract shall also include the agreement to General Conditions applicable to all **Chitukuko Foundation** Consultancy Agreements.
- (v) While **Chitukuko Foundation** may pay for the Consultant's travel costs and daily subsistence allowance (DSA), this shall be dependent upon the nature of work and/or the consultant's program of work and budget.
- (vi) All payments made to the consultant will be subject to tax according to the tax laws of Malawi.
- (vii) Those consultants exempted from tax are required to produce a tax exemption certificate before commencement of the work.
- (viii) If the Consultancy work requires a multidisciplinary team, this shall be made clear in the advert/proposal. This budget shall be presented as one and sharing of payment shall be left to the consultant and team members depending on their respective responsibilities.
- (ix) Wherever necessary, **Chitukuko Foundation** staff shall work closely with the consultant for supervision as well as capacity building.
- (x) The requisitioning Unit Head shall complete the Consultants requisitioning form to be referred to upon the employment of the consultant and copies of the signed agreement shall be kept by requisitioning Unit Head and Finance and Administration Unit for records and future reference.
- (xi) The Executive Director shall always approve employment of Consultants or in her/his absence the officer assigned her/his responsibilities, upon presentation of justification for the need and budget clearance.
- (xii) A standard letter/form of contract must be signed by consultants which must always go together with the consultancy's Terms of Reference and the General Conditions Applicable to all **Chitukuko Foundation** consultancy agreements (see *Appendix 4: Consultancy Agreement and General Conditions Applicable to all Chitukuko Foundation Consultancy Agreements*). The Executive Director or her/his delegated officer will sign the consultancy contract.

4.23.2 Volunteer/Intern

A volunteer provides skills and services to **Chitukuko Foundation** on a voluntary basis either in the office or as an activist supporter or fundraiser. Interns undertake assignments in **Chitukuko**

Foundation to enrich and enhance their education and work experience. **Chitukuko Foundation** may give suitable assignments and tasks to such volunteers and interns as per its Internship Policy (to be further developed). Volunteers and interns may or may not be provided with an honorarium defined in their contract. **Chitukuko Foundation** may also provide medical cover to such volunteers (if they are not covered by other institutions) during the period of their attachment. It is the responsibility of the Finance and Administration Manager to ensure that an internship policy is in place and updated regularly.

4.23.3 Retainer

Retainers are individuals or firms retained by **Chitukuko Foundation** for a specific purpose or role (for example legal representation). They shall be paid an honorarium/consolidated fee as agreed in their contract. Such arrangements shall be for a specified period of time where **Chitukuko Foundation** requires the individual or firm to be available to the organisation on priority. Recruitment of retainers will be as provided in the procurement procedures.

4.24 Position category

Considering that **Chitukuko Foundation** is a Local NGO, all positions will be national. National positions are recruited from within a country, in this case, Malawi, from a national pool of potential staff members. Those recruited will work chiefly within Malawi and may include non-nationals who have residence status in Malawi.

5 JOB EVALUATION POLICY

Chitukuko Foundation shall endeavour to carry out periodic reviews to its job evaluation system in use so that anomalies can be corrected and minimised. **Chitukuko Foundation** shall maintain a job evaluation system whose objective shall be to determine as systematically and objectively as possible, without regard for personalities, the relative worth of one job to another. Hence an equitable and justifiable remuneration structure, based on a determined grading structure shall be developed and maintained in order to maintain internal equity and external competitiveness.

5.1 Procedure

Chitukuko Foundation shall select and maintain a job evaluation system that is compatible with its needs.

The job evaluation system shall have the following characteristics:

- a. Clear levels of responsibility and key job objectives should be aligned with specific grades within the grading system, with each incremental grade reflecting the increase in the level of responsibility, key objectives and overall job complexity
- b. Factors relating to job complexity include responsibility for managing/coordinating information, human and financial resources, external relationships and networks, decentralised and horizontal working, and complex work environments (i.e. conflict, high mobility etc). Job complexity cuts across as well as depends on a given local context. This category may expand as the complexity of the organisation increases.

- 5.1.1 **Chitukuko Foundation** shall ensure full participation of all staff in a job evaluation exercise
- 5.1.2 The job evaluation system and its justification will be documented and made available to staff
- 5.1.3 Job classification and the grading system will be reviewed by technically competent people or professional institutes every five years at the time of major salary reviews. Grade reviews due to changes in job description may be requested using appropriate form (see *Appendix 5 for Grading Request Form*).

6 ATTENDANCE POLICY

Staff are encouraged to perform their duties in the spirit of the values and mission goals of **Chitukuko Foundation**. Staff shall be expected to willingly perform their duties as may be required and shall do so honestly, passionately and to the best of their abilities throughout the stipulated hours.

6.1 Hours of Work

- 6.1.1 The normal working hours for staff shall be prescribed from time to time but in accordance with legal stipulations. **Chitukuko Foundation** staff are expected to work 8 hours a day, five days a week i.e. 40 hours per week. Saturdays and Sundays are recognised as weekly days off.
- 6.1.2 Different working hours may apply for certain locations where staff are required to work in conformity to the standard working week, to work on shift basis including Saturdays, Sundays and public holidays (for example drivers and guesthouse keeper). Arrangements for working in shifts shall be determined by individual Unit Heads.

6.2 Overtime

Staff may be required to work overtime depending on the needs of their Units. All staff required to work overtime shall be informed by their Line Manager or they shall inform their Line Manager prior to embarking on the overtime. Documentation for the overtime must be kept since overtime payment shall be in form of time

6.3 Flexible working hours and conditions

6.3.1 Flexible working hours and conditions shall be encouraged and enhanced where they add value to staff performance and welfare. But in doing so, staff and their Line Managers shall take into account the working environment and the working relationship with our partners.

6.3.2 Flexi-time may be requested by staff with caring responsibilities – especially by women with young children. Line Managers and Finance and Administration Managers shall, where possible, respond positively to such requests. Staff may be required to be in the office during the core working hours.

6.3.3 **Chitukuko Foundation** recognises that infants from birth to 24 months of age need to be breast-fed. Nursing mothers in this category shall be allowed up to two hours a day for breast-feeding.

6.4 Absence from Work

6.4.1 Staff shall not be absent from work except where he/she is authorised to be on leave or suspended from service, or where illness prevent the staff or other circumstances acceptable to **Chitukuko Foundation**.

6.4.2 Staff shall obtain written approval for any form of absence through relevant forms or writing an email or memorandum. Absence without reason is a serious offence, which shall warrant summary dismissal in accordance with the Employment Act.

6.4.3 Any absenteeism must be made known to the relevant Line Manager and justified within one hour of the expected official reporting time, who shall ensure a record of the same is sent to Finance and Administration Unit for records.

6.4.4 In all cases, staff shall not be paid salary for any period during which they were absent without the permission of their Line Manager.

- 6.4.5 Line Managers shall be responsible for ensuring that they manage flexible working arrangements in their Unit.
- 6.4.6 Where staff is absent without authority, the unit Head shall inform the Finance and Administration Unit on the first day of non-attendance by the staff. The Finance and Administration Unit shall ensure that pay is stopped or if necessary initiate a recall. Where appropriate documentation is provided or reasons for the absence are provided and accepted, following absence, the staff may be allowed to resume work and the salary stop instruction reversed and appropriate leave recorded.
- 6.4.7 All reasonable efforts shall be made by both the Line Manager and Finance and Administration Unit to contact the staff by telephone, in writing to determine her/his situation or intentions. Written details of such attempts shall be filed in the staff's personal file. The staff shall be advised of the implications of their absence which could lead to summary dismissal.
- 6.4.8 Where a staff does not resume work or provide adequate reasons for the absence, their employment contract may be terminated in Line with the Employment Act.

7 ORIENTATION AND INDUCTION

Orientation or induction is the process of receiving, welcoming and introducing staff to the various aspects of **Chitukuko Foundation**. It shall be provided as an important way of introducing new staff to **Chitukuko Foundation's** vision, values and practices. It is intended to clarify expectations, thereby ensuring quick integration into the organisation and a better working experience. The induction process therefore aims to provide knowledge relating to **Chitukuko Foundation**, to help build effective working relationships and to negotiate performance-related and other expectations between the new staff member and the organisation. This will be achieved through the phases described below.

It is the right of every staff to receive a structured orientation when they join **Chitukuko Foundation**. Re-orientation for existing staff shall also be provided regularly and at times of role change to refresh knowledge.

7.1 Procedure

7.1.1 Organisational level

New staff shall receive a formal briefing on **Chitukuko Foundation's** HROD policies and procedures on their joining day by the Finance and Administration Manager. The Finance and Administration Unit will provide new staff with an induction pack which will form part of the first phase of orientation aimed at building knowledge relating to **Chitukuko Foundation**. A comprehensive induction course shall be organised by the Finance and Administration Unit within the first three months of joining. The pack may include the following:

- a. An introduction to **Chitukuko Foundation's** history, mission, values, approach to work and philosophy, emphasising how **Chitukuko Foundation** fits into both the global and country-specific scene
- b. Information relating to organisational structure and its National Boards
- c. Information on **Chitukuko Foundation** and national policies, procedures, rules and overall accountability systems.
- d. Practical information on how internal systems work (for example remuneration, leave, insurance and pension schemes, performance management systems, and safety and security procedures)
- e. Tour of the premises incorporating an overview of different units, what roles they play and how they relate to each other
- f. Ideally all staff but certainly staff in leadership and programme roles will visit the field to interface with communities.
- g. Immersion programs in the field/frontlines shall be provided to keep staff familiar with the core face of **Chitukuko Foundation's** work.

Responsibility for this induction level falls to the Finance and Administration Manager.

7.1.2 Unit level

Unit Heads shall set aside a period of three to six months for orientating new staff and shall nurture individuals through that process. The main objective here is to help build effective work relationships with essential unit, and national stakeholders. The Unit Head shall ensure the following:

- a. Basic information about the Unit's deliverables is provided to the staff
- b. Discussion of the staff's job description with the staff to lead establishment of Key Result Areas and Key Performance Indicators for the staff (Performance Management Plan) that would be used to review performance.
- c. Basic information about the Unit's culture and working arrangements

- d. Review mechanisms are put in place to identify development needs and gauge progress.
- e. Introduction to colleagues plus general interaction both in formal and informal environments
- f. Interacting with **Chitukuko Foundation** partners, community and other relevant stakeholders
- g. Interacting with functional counterparts in other parts of **Chitukuko Foundation** in primary, functional and horizontal roles
- h. Meeting with external stakeholders, including counterparts in like-minded social development organisations
- i. Determining mutual expectations of leadership/staff

Responsibility for this induction level falls to the Line Manager though in justifiable circumstance the Finance and Administration function may facilitate.

7.1.3 Individual level

This is aimed at bringing clarity on performance expectations and overall role accountability and is part of the Line Manager's core responsibility. It includes:

- a. A written hand-over note and period of overlap of at least one week with the person who last held the position
- b. Providing in-depth orientation to the job including a discussion of role and minimum accountability at national and international level
- c. Explaining how the role supports and is supported by other roles in the organisation
- d. Agreeing standards of performance
- e. Negotiating mutual support with both team and Line Manager
- f. Assessing training and development needs
- g. Linking the new staff member to mentoring and coaching networks, plus providing information about who to consult for assistance
- h. Conducting at least one review to determine if performance and accountability expectations are clearly understood

Induction and probation periods are interdependent processes that Line Managers should link deliberately. Line Managers shall therefore develop induction and performance management plans for new staff and those who change roles. The plans should be submitted to Finance and Administration Unit for record purposes and follow up.

Responsibility for the overall induction program rests jointly with the Finance and Administration function and the Line Manager. Additionally, new staff, as stakeholders, shall be expected to take some responsibility for their integration. They should be proactive in seeking information and in making use of existing **Chitukuko Foundation** resources, such as the resource centres, and proactively making contacts with more experienced staff.

7.1.4 Orientation information pack

An information pack will contain documents which may be provided as hard copy or soft copy. Suggested essential reading includes:

- a. Mission, vision and values of **Chitukuko Foundation**.
- b. **Chitukuko Foundation** Constitution
- c. Strategy paper/s (country, thematic strategy, as applicable to the role and level of responsibility)
- d. **Chitukuko Foundation** specific policies (HR/OD, Finance and Administration Policies, Gender Policy, Child Protection Policy, Anti-Sexual Harassment Policy, Environmental and Social Safeguards Policy etc.)
- e. Annual reports/review and reflection notes of the last one to three years (organisation/function)
- f. Management meeting minutes of the previous one to three years
- g. Reports of the last annual retreat

7.1.5 Post induction review

The Finance and Administration Unit shall conduct a post induction review to create space for feedback from new staff and to identify gaps. This shall include a formal, written report of the induction process and the organisation by the new staff. Information gathered shall be used to improve the quality of the orientation program. The Finance and Administration Manager will analyse the reports, picking salient issues that will be brought to the attention of the **Chitukuko Foundation** Leadership Team for noting and action.

8 REMUNERATION & BENEFITS POLICY

Chitukuko Foundation recognises that a proper remuneration strategy can improve the quality of staff recruited and effectiveness of performance. **Chitukuko Foundation** also recognises that most Chitukuko Foundation staff are in the organisation because of their belief in its mission and its positive culture and working environment. The objective of **Chitukuko Foundation's** remuneration policy is to attract, retain and motivate competent staff. Remuneration packages

shall be competitive within relevant markets and sufficiently attractive to draw in suitably qualified staff. Packages shall be based on comprehensive, unambiguous and transparent systems and will be fair, non-discriminatory and non-exploitative. They will be applicable to all staff.

8.1 Positioning

Chitukuko Foundation will not position itself lower than the average of other local social development organisations in Malawi and no higher than the upper quartile of comparable organisations, subject to budget constraints and pay levels needed to retain staff.

8.2 Review

A major remuneration review shall be held every five years with appropriate overhaul adjustments. The need for conducting a major review and implementing its recommendations shall require the approval of the national board.

8.3 Salary Structure

Chitukuko Foundation shall adopt a salary structure in accordance with the job evaluation system in place. All grades shall be attached to salary structures which shall be progressive with incremental steps for each grade. Staff may progress through the scales on the basis of length of service and/or changing role and/or favourable performance reports.

- 8.3.1 An increase in the volume of same-level work may not merit a salary increase.
- 8.3.2 As staff reach the end of the salary grade, the scope for further step growth will diminish though the cost of living increase shall still be applicable.
- 8.3.3 Individual salary levels shall be confidential though details of organisational salary scales shall be available to all staff.
- 8.3.4 New staff shall normally be placed at the start of the scale though there exists some flexibility, at the discretion of the Executive Director, for placing individuals above their salary scale entry point if they demonstrate a significant level of relevant previous experience or depending on the remuneration package from the previous employer.

- 8.3.5 It is the responsibility of the Finance and Administration Manager to determine the salary level and benefits for new appointees and for managing the remuneration system

8.4 Review of Salaries

Chitukuko Foundation shall determine a salary system based on the local job market, comparable national social development organisations, central or local government and commercial organisations as well as the cost of living.

- 8.4.1 Salaries shall be reviewed annually (taking into account market and cost of living comparison) in order to ensure that **Chitukuko Foundation** remains competitive on the market it recruits from.
- 8.4.2 Salary shall be reviewed annually by 1st January and further in the year as and when necessary taking into account:
- a. Cost of living adjustments when the official national cost of living or rate of inflation is announced,
 - b. Market comparisons for similar jobs.
- 8.4.3 Figures provided by credible national non-government financial and research institutions are acceptable for the reviews. The Finance and Administration Unit will be responsible for collecting and analysing this information, making recommendations in consultation with the Finance Unit to the Executive Director.

8.5 Payment of salaries

- 8.5.1 Salaries shall be paid on a monthly basis for the period from the first to the end of that particular month.
- 8.5.2 Salary shall be paid on the 25th of the month in which it is earned, or the nearest working day before or after the 25th if the 25th falls on the weekend or public holiday. In December, salary shall be paid before the Christmas Break.
- 8.5.3 Statutory deductions for income tax shall be made automatically from salary at source. Should staff have used such facilities as medical scheme, advances and floats, repayments will also be deducted automatically at source. A statement showing staff's gross salary, all the deductions made and the net salary will be sent to each staff shortly before payday.

8.5.4 Deductions (for example taxes, medical schemes) shall be made in line with Malawi laws and **Chitukuko Foundation** policies and practices. Staff shall be aware of these deductions and their justification.

8.6 Gratuity

8.6.1 At the end of an employment contract, on redundancy or termination of contract with required notice, other than dismissal, a taxable gratuity will be paid based on the stipulated percentage, as announced in relevant notices to staff, and within the limits prescribed by the Taxation Laws of Malawi.

8.6.2 If the employee has been summarily dismissed for any lawful cause, no gratuity payment shall be paid.

8.6.3 In case staff are reappointed, where an allowance is paid to the staff to signify severance or expiry of an employment contract, the reappointment shall be considered to be a new employment relationship and not a continuation of the severed or expired one.

8.6.4 The gratuity shall be calculated based on the last salary received on the job at the end of the contract or termination of service. All outstanding liabilities that staff owe to **Chitukuko Foundation** shall be recovered from their gratuity and/ or salaries.

8.7 Acting Responsibility

8.7.1 As part of motivation and staff development, Managers/immediate supervisors shall provide and create opportunities for their members of staff who have aptitude and experience to act at higher levels.

8.7.2 Before an Acting position is approved the relevant Line Manager and/or jobholder will have to provide the Executive Director and Finance and Administration Manager with justification for and choice of acting up.

8.7.3 An allowance of 75% of the salary difference between the two positions multiplied by the period upon which the Acting position is held shall be paid on all stipulated and approved acting situations.

8.7.4 The acting period should not be less than fifteen (15) working days and shall not exceed six months. However, for situations where one has to act for a period longer than six months, e.g.

where the position holder is on study leave, acting allowance shall be paid over a period not exceeding nine months.

8.7.5 An Acting allowance shall not be paid on positions lower than or equal to the position being acted upon.

8.7.6 All Acting positions shall be approved by the Executive Director in writing.

9 OTHER BENEFITS

Chitukuko Foundation shall provide a range of benefits for its staff to promote the maintenance of a conducive working environment by ensuring that staff are able to access welfare facilities and have a secure future. Such policies shall also be reflective of norms applying to social development organisations, employment laws, social, religious and/or cultural norms in Malawi.

All regular staff of **Chitukuko Foundation** shall enjoy the benefits and where, the benefit is not specific in terms of amounts, the specificities of the benefits shall be determined from time to time by Management in consultation with staff.

9.1 Bonus

At his/her discretion the Executive Director may approve a one-off bonus payment to all staff at the end of the year in the spirit of staff motivation and appreciation of good performance, subject to financial health of the Organisation.

9.2 Child Crèches

Child crèches, if possible within the organisation's premises or an arrangement made with likeminded organisations, to support breast-feeding mothers will be provided. **Chitukuko Foundation** will provide for a crèche assistant on casual/short-term employment.

9.3 House Rent Advance

In view of the difficulties of accommodation in most places as a result of imperfections in the housing market, **Chitukuko Foundation** shall support staff to have access to reasonable accommodation within the limit of its financial resources.

Chitukuko Foundation shall assist staff to get an advance on their salary to pay rent. A minimum of three months and maximum of six months can be granted as house rent advance. However, Rent advance cannot be paid for a period exceeding that of the employee's contract and for staff on probation, it will be confined to three monthly instalments until after confirmation.

This advance will be deducted at source from the salary on a monthly basis and it cannot be repaid to **Chitukuko Foundation** in pursuit of a further advance.

NOTE: A House rent advance shall be advanced to staff upon completion of relevant forms (*see Appendix 6: House Rent Advance Form*) and recommendation from Line Manager, verified by the finance unit and approved by the Finance and Administration Manager.

9.4 Health and Safety

Chitukuko Foundation shall promote and protect the physical and mental health of its employees (and that of their defined dependents) in order to maximize productivity and performance. **Chitukuko Foundation** shall proactively seek to improve employee safety, health and well-being and will also put in place measures to protect those staff who are experiencing health problems where local provision is deemed inadequate. **Chitukuko Foundation** shall therefore provide and facilitate acquisition of medical services as follows:

9.4.1 In-house first aid

Chitukuko Foundation shall ensure that a core number of staff in each location are trained in first aid to cater for minor ailments and staff who become unwell during working hours. First aid kits shall therefore be available in all **Chitukuko Foundation** offices and vehicles. It is the responsibility of the Finance & Administration Manager to ensure that first aid kits are available.

9.4.2 Medical aid scheme

- a. **Chitukuko Foundation** shall offer its employees assistance with medical support through the provision of appropriate services under a medical scheme from a reputable medical scheme provider.
- b. The scheme will cover hospitalisation, medical consultations and medicines (for in and out patient) for staff and their immediate declared 4 dependants as guided by the Medical scheme rules and regulations. This shall not include cosmetic matters.
- c. **Chitukuko Foundation** shall contribute 100% on behalf of the employee. This provision is subject to the terms and conditions of the medical scheme provider.

9.4.3 Employee assistance programme

Chitukuko Foundation shall facilitate the provision of a confidential and voluntary counselling service as a resource to staff. The service may be extended to dependents where appropriate. The objective is to assist staff with resolving personal and work related problems which may affect work performance and quality of life. The cost for utilising this service shall be covered fully by **Chitukuko Foundation** or as may be revised by Management from time to time.

9.5 Staff Savings and Loan Scheme

Chitukuko Foundation shall promote and support the formation of a Staff Savings and Loans Scheme which will have the purpose of promoting a culture of saving among staff and also assist staff to finance their personal needs like the acquisition of critical fixed assets.

Full details of the Staff Savings and Loan Scheme are in shall be developed by the staff themselves at the time they shall agree to establish this scheme.

9.6 Emergency Advance

9.6.1 **Chitukuko Foundation** shall provide an emergency advance on a staff's salary, which shall be repayable in two monthly instalments to cater for critical/emergency situations. A salary advance can be obtained twice at most in a year. However, one will not be allowed to get an advance if one already has another advance.

9.6.2 A critical/emergency situation is hereby defined as an occurrence, which has happened unexpectedly and requires urgent financial intervention or an occurrence where life is endangered and could be alleviated by the availability of money by the employee.

9.6.3 In case of a staff experiencing another critical/emergency situation while one still has an advance yet to be cleared, the Line Manager will be required to recommend an application for another advance and the recovery period will be adjusted accordingly.

9.6.4 In all cases an applicant is required to motivate in writing the critical/emergency situation in addition to completing the *Emergency Advance Form* (see Appendix 7).

The amount accessible for any advance shall observe stipulations of the Malawi Employment laws on Take Home Pay.

9.7 Life Assurance Scheme

- 9.7.1 **Chitukuko Foundation** shall establish a life assurance scheme for the benefit of the declared dependents of staff that die while serving with the organization for both natural and accidental causes at 4 times annual salary.
- 9.7.2 All contributions to the scheme shall be made by **Chitukuko Foundation**.
- 9.7.3 Upon the death of staff his/her declared beneficiaries shall be entitled to receive the entitlements.
- 9.7.4 Staff will be expected to complete a testamentary instrument to enable **Chitukuko Foundation** to administer the death benefits from this scheme or other moneys payable into the deceased estate by **Chitukuko Foundation** as a way of overcoming the problems that beneficiaries face as far as administration of the deceased estates is concerned.

9.8 Personal Accident Insurance

- 9.8.1 **Chitukuko Foundation** will provide personal accident insurance cover to all employees while in service, or travelling in **Chitukuko Foundation** vehicles 24 hours a day inside or outside the country.
- 9.8.2 The full cost of the premiums for this cover shall be met by **Chitukuko Foundation**. Employees may request to see details of this Insurance Policy from the Finance and Administration Unit.

9.9 Relocation /Resettlement Accommodation and Allowance

Chitukuko Foundation shall pay a relocation/resettlement allowance to all employees who have been required by **Chitukuko Foundation** to relocate. A relocation/resettlement allowance will also be payable to all employees joining **Chitukuko Foundation** on first appointment. **Chitukuko Foundation** will provide temporary accommodation (in a hotel, lodge etc) for a maximum period of two weeks to staff on relocation or joining staff while they are in the process of finding their own accommodation. Half per diem will be provided for a further two weeks if the employee has had genuine problems in accessing accommodation.

9.10 Long-Service Awards

Chitukuko Foundation shall grant staff that has continuously been in its continuous employment for more than 6 years, an unpaid sabbatical leave of up to 6 months.

9.11 Travel

- 9.11.1 All staff travelling while under the employment of **Chitukuko Foundation** are eligible to be covered by travel insurance and group accident insurance.
- 9.11.2 All responsibility for arranging work-related travel and ensuing costs will be met by **Chitukuko Foundation**
- 9.11.3 Accommodation used by **Chitukuko Foundation** will enjoy a credible reputation; they will be safe, hygienic and have adequate communication facilities. In line with the desire to remain humble in our attitudes and behaviour, **Chitukuko Foundation** staff are not expected to be accommodated in the most expensive hotels in towns/cities.
- 9.11.4 Special care will be taken to ensure the safety and comfort of women staff by the host office.
- 9.11.5 Chitukuko Foundation will pay DSA to take care of accommodation & breakfast, and meals for any employee who goes out of their duty station to carry out authorized work and stays away overnight. Where a staff member is not staying overnight, Chitukuko Foundation will pay an amount to take care of lunch and dinner. A schedule of applicable allowances shall be developed and reviewed from time to time (*see Appendix 8: Definition Duty Facilitation Allowances* provided).
- 9.11.6 Women staff with young children up to the age of 24 months are eligible to travel with their children and **Chitukuko Foundation** shall bear the travel costs for the child as well as child minder arrangements. There shall be no compulsion to travel for such staff, especially if the journey is to remote areas or overseas. The same shall apply to male staff who in extenuating circumstances (single parents or absence of spouse for long durations) need to travel with their children.
- 9.11.7 Laundry expenses are covered if staff have travelled for five days or more to cover the cost of laundering for a reasonable quantity of items relative to the days of travel.
- 9.11.8 Staff may claim expenses for personal calls made either by them from the travel location or by their family members to them from their home. Three minutes per week/visit is the expected norm. Calls from hotels are discouraged due to the high costs; use of cheaper options such as call cards will be encouraged.

9.11.9 Travelling staff are advised to be proactive in obtaining the necessary health and safety information relevant to the area they are visiting.

9.12 Communication Allowance

Chitukuko Foundation recognises the need for staff to communicate with relevant stakeholders on business related matters from time to time. As such **Chitukuko Foundation** will provide airtime (Airtel &/or TNM) to all staff members, of different values depending on grade of the member. These values will be reviewed from time to time depending on market trends.

10 STAFF SAFETY AND SECURITY POLICY

10.1 General provision

- (i) The work of **Chitukuko Foundation** sometimes requires staff to operate in difficult and risky circumstances. The safety and security of staff is a central organisational concern. In such conditions, **Chitukuko Foundation** shall take all reasonable steps to ensure the security and safety of staff. In situations where the safety of family members is not assured in terms of location, such postings shall be declared non-accompanied. Unaccompanied staff shall be allowed to make up to two phone calls home per week. The limit of the calls shall be decided on by Management from time to time.
- (ii) Information on the security policy (to be developed) shall form part of the induction programme for all new staff. All new staff will get a copy of the Security Policy attached to the contract of employment and shall declare in writing to confirm that they have read the security policy.
- (iii) **Chitukuko Foundation** shall have written safety guidelines and plans assessing the potential risks faced by staff and procedures for dealing with them.
- (iv) During travel by vehicle **Chitukuko Foundation** staff shall be required to use adequate safety precautions such as seat belts and all **Chitukuko Foundation** vehicles shall carry a first-aid kit.
- (v) All **Chitukuko Foundation** offices shall have a comprehensive first-aid kit and a core number of staff trained to provide first aid

- (vi) All offices of **Chitukuko Foundation** shall implement the provisions stipulated in the security policy.
- (vii) **Chitukuko Foundation** shall have general safety guidelines and procedures for common natural and person-made emergencies such as fire, earthquake, flood, cyclones, etc
- (viii) Fire extinguishers shall be prominently displayed and staff trained in their use. Fire drills shall be conducted at periodic intervals
- (ix) Senior staff in any part of **Chitukuko Foundation** shall travel in limited numbers together while using the same means of transport for safety and security reasons
- (x) All **Chitukuko Foundation** staff shall proactively seek current information to protect themselves and their families from HIV/AIDS, epidemics and other serious illnesses.

10.2 Physical work environment

Chitukuko Foundation's work spaces shall have adequate infrastructure, relative to local context, emphasising good communication systems. Work spaces shall be clean, hygienic and modestly designed to encourage staff motivation, productivity and interaction.

Chitukuko Foundation shall ensure that its offices are physically accessible to disabled staff and visitors. Other staff shall be sensitive to the needs of such individuals. Any special infrastructural arrangement needed for such staff shall be provided.

11 BEREAVEMENT POLICY

The objective of the Bereavement Policy is to stipulate the type of assistance that **Chitukuko Foundation** will provide in the event of a bereavement involving a staff and/or relatives covered by the policy.

11.1 Eligible Beneficiaries

In addition to **Chitukuko Foundation** staff, other eligible beneficiaries covered by this policy shall include the staff's legal spouse, declared child/children, and declared parents.

11.1.1. Staff

Chitukuko Foundation shall be responsible for the purchase of a coffin and provision of transport and financial support to the family during the funeral of a staff. The limits of expenditure shall be stipulated and reviewed from time to time.

Chitukuko Foundation shall be responsible for repatriating the body of staff that die outside the country whilst on duty.

11.1.2. Legal Spouse, Child and Parent

Chitukuko Foundation shall be responsible for the purchase of a coffin and provision of transport and a stipulated allowance to the staff during the funeral of a legal spouse, declared child or biological and/or declared parent of staff.

In case the death occurs in a place where **Chitukuko Foundation** has no physical presence, **Chitukuko Foundation** shall provide cash to cover the cost of a return ticket for the most convenient bus and the cost of a standard coffin. Transport (one vehicle) shall be provided to staff wishing to attend the burial ceremony.

11.2. Declared Dependents

Chitukuko Foundation shall provide a stipulated allowance to assist staff during the funeral of a declared dependent.

11.3. Attendance of Funeral/Burial Ceremonies

Staff are expected to exercise objective judgment in the way they attend funeral or burial ceremonies. Staff who wish to attend a funeral and/or burial ceremony of persons other than a fellow staff, their legal spouse, child or parent shall be required to obtain permission from their Line Managers either a day before the funeral or before 09:00 am on the day. Such attendance will be on a one day basis, otherwise staff shall request for annual leave

11.4. Provisions to Families of Deceased Staff

11.4.1 Advance payment to dependents

Chitukuko Foundation may advance to the widow or widower or dependants a sum of money equivalent to three times the gross monthly salary of the deceased in instalments, prior to the distribution of the estate. Such money shall be recovered at source from the deceased's estate. Similarly, any outstanding financial obligations such as advances, floats, medical bills and utility bills shall be recovered at source from the deceased's estate.

Advance payments to other beneficiaries of the deceased estate shall be recovered from the individual's benefits in line with percentage distribution in the testamentary instrument.

11.4.2 Funeral message

All notification regarding the death of a staff or his/her dependants shall be conveyed to **Chitukuko Foundation** promptly through any means possible. The message should in turn be passed on to the Finance and Administration Manager who will in turn inform all staff and the Social Welfare Chairperson. The Social Welfare Chairperson shall inform all staff on the programme for the funeral after consultations with the family and the Finance and Administration Manager.

The Finance and Administration Unit and Social Welfare Committee, if delegated this responsibility by the Finance and Administration Manager, shall be responsible for briefing the family of a deceased staff on policy and other procedural matters following the death of staff.

12. LEAVE POLICY

Chitukuko Foundation's objective in having the Leave policy is to ensure that time is available to staff for rest, recreation and fulfilling family/social obligations, as well as to pursue individual needs and aspirations. Chitukuko Foundation strictly forbids leave encashment hence **Chitukuko Foundation** does not pay cash for leave days except during the final separation of a staff member from the organisation in which case only outstanding annual leave is encashed. Relevant leave forms must be completed and approved to access the leave (*see Appendix 9 for applicable Leave form*).

12.1. Annual Leave

Annual leave is a right for all staff on regular contract. However, staff may also be availed compassionate leave, sick leave, and paid or unpaid leave of absence. Leave shall be accessed annually and shall be taken at a mutually convenient time to both the staff and his/her line manager. It may be denied, curtailed, withdrawn or deferred if in the opinion of the Unit Head the

timing does not serve the Unit's interests. However, Unit heads must ensure that they have a leave plan for their Unit that is implemented in the year leave is earned.

Staff will be encouraged to use their annual leave entitlement within the year though up to a maximum of ten (10) days may be carried over to the next year provided the carryover is approved by the Executive Director on recommendation by the Line Manager before the year in which the annual leave days are earned ends and to be used within the first quarter of the New Year or forfeited.

All leave not taken in the year other than the approved leave days to be carried over, will be forfeited.

12.1.1 Annual leave entitlement shall be for a maximum of 25 working days for all staff on regular contract. Leave days shall not include Saturdays, Sundays and public holidays. However some of these days shall be reserved as leave days for when the organisation closes for the Christmas break.

12.1.2 New staff shall be entitled to leave calculated pro-rata, based on the date of joining and shall be entitled to access leave or be paid leave grant only on completion of a minimum of 3 months' service in **Chitukuko Foundation**.

12.1.3 Leave shall not accumulate/carryover from one year to another except where the Line Manager authorises prior to the year ending and in this case the leave shall be taken before the end of the first quarter of the following year after which it is forfeited.

12.1.4 By mid-January of every year unit Heads shall submit to Finance and Administration Unit, the Unit's annual leave programme detailing when staff will proceed on leave in the year. The programme shall be regarded as a guiding tool to facilitate planning and implementation of activities. By the Christmas break of every year Unit Heads shall submit to Finance and Administration Unit, any authorised carryovers.

12.2. Time off in lieu (TOIL)

Chitukuko Foundation does not encourage staff to come to work on weekends and public holidays except if the work is urgent and cannot wait. Such time however, shall be compensated for through time off in lieu (TOIL) and must be approved by the Line Manager prior to carrying out the work. This leave is to be claimed for working for half or full-day over weekends or recognised holidays and shall be claimed within one month.

12.3. Public holidays/national holidays

Public holidays or national holidays shall be taken as per the national calendar.

12.4. Compassionate leave

This leave shall be granted to staff at times of critical illness of/to care for recognised dependants and at the death of such dependants). Staff shall be entitled to up to 10 calendar days in a year. Any day in excess of the prescribed days shall be treated as annual leave or unpaid leave.

12.4.1 However, members of staff attending a funeral of a fellow staff or close relations of staff shall be granted paid leave outside their compassionate leave entitlement. Line Managers must however, grant prior approval of such leave.

12.4.2 The compassionate leave calendar shall commence on 1st January and end on 31st December of every year and shall not be accumulated, carried over or encashed.

12.5. Maternity leave

12.5.1 Female staff shall be entitled to a total of 4 (four) calendar months maternity leave on full pay.

12.5.2 Where applicable, annual leave may be taken directly before or after maternity leave.

12.5.3 One month's notice shall be given to the Line Manager and Finance and Administration Unit prior to the commencement of the maternity leave to enable succession planning.

12.5.4 Should staff resign whilst on or immediately after maternity leave, her last working day before proceeding on leave shall be deemed to be the date of resignation.

12.5.5 Sick leave for miscarriage shall be for a maximum of 2 weeks or as advised by medical doctors.

12.6. Paternity leave

12.6.1 Male staff shall be entitled to a total of up to five (5) calendar days paternity leave in the event of the birth of their child by their declared spouse.

12.6.2 Where applicable, annual leave may be taken directly before or after paternity leave.

12.7. Unpaid leave

Unpaid leave may be accessed in exceptional circumstances when a staff's annual leave, study or compassionate leave has been used up to enable staff attend to issues that they would normally attend to while on either annual, compassionate or study leave.

12.8. Sick leave

Staff shall be granted paid sick leave in any one calendar year. Paid sick leave shall be granted to staff subject to submission of a medical certificate issued by a registered medical practitioner. Sick leave shall be counted in calendar days. For short-term illness, staff shall be granted 10 days paid sick leave. However in case of prolonged sickness, supported by an acceptable medical certificate, paid sick leave shall be limited to the following period:

Period of sickness	Amount of pay
First 3 months	Full pay
Next 3 months	Half pay
Next 3 months	None

Beyond the nine (9) months, on consultation with an acceptable medical doctor, staff could be redeployed or their service terminated on health grounds and will be eligible for all terminal benefits. For details on treatment of long term illnesses please refer to *Appendix 10: **Chitukuko Foundation** HIV/AIDS & Terminal Illness Policy*

12.9. Recurring illness leave

In the case of a recurring serious illness supported by adequate medical records, sick leave shall be granted as per the recommendation of a registered medical practitioner. **Chitukuko Foundation** reserves the right to request its nominated medical doctor to examine the staff and advised on suitability of the staff for continued employment or redeployment.

12.10. Unpaid study leave

Staff who have completed at least 3 years continuous service, shall be entitled to a maximum of 6 months unpaid study leave to ensure the investment made in staff is maximised and recouped. Granting of unpaid study leave shall be done by the Executive Director at the recommendation of the Line Manager.

12.11. Leave records

All leave and absence shall be recorded. It should be noted that such records not only serve to monitor attendance and absence but are also important for safety/security reasons and, potentially, for legal purposes. For this reason, while all original leave forms or associated communication shall be sent to the Finance and Administration Unit, every office and Head Office shall have a running file for staff located in these offices.

13. STAFF COMMUNICATIONS AND INVOLVEMENT

Chitukuko Foundation recognises that the promotion and maintenance of good working relations is essential for the wellbeing of staff and the organisation's own effectiveness. **Chitukuko Foundation** believes that staff at all levels have good ideas and skills, which, if properly harnessed can improve the quality and ownership of decisions that are made and this will improve organizational effectiveness. To this end, **Chitukuko Foundation** shall provide mechanisms for staff communication and involvement.

Staff involvement shall be designed in such a way as to obtain a higher degree of employee commitment to and therefore, identification with the success of **Chitukuko Foundation** and also enable employees to participate and contribute to the decision making process on matters that affect them.

Chitukuko Foundation recognises that it is subject to the influences of continuous change, which affects the work of employees, their well-being and their security. Change will continue to take place in **Chitukuko Foundation**. **Chitukuko Foundation** shall ensure that employees are properly communicated to about change so that they are able to understand the reasons for and implications of the change. **Chitukuko Foundation** shall make it its duty to involve staff in change processes as reasonably as possible to ensure that staff are part of the change process and identify with the outcomes.

The Finance and Administration Unit has functional responsibility for internal communications and shall develop mechanisms to ensure a two-way communication system from management to

employees and back from employees to management and vice versa exists. It will also ensure that a conducive environment prevails within which employee involvement and communication thrives.

Chitukuko Foundation will employ a variety of methods and approaches for communicating and involving staff including:

13.1. Employee Suggestion Schemes

Employees from all parts of **Chitukuko Foundation** shall be encouraged to make suggestions on the way they would like the organization to be run, things that **Chitukuko Foundation** should be doing in order to boost staff morale, employee performance etc. Suggestion boxes will be placed at each office and will be managed by the location management team or a chosen committee depending on their choice. However, suggestions which may concern the whole program can be taken to the Management Team meeting/Forum for wider opinion. Respective Offices are encouraged to empty their boxes at least once in every two months.

13.2. Biannual Retreat Conference

An all-staff face-to-face Retreat conference will be held once every two years where management can share and explain **Chitukuko Foundation's** vision, mission and values to all staff and also discuss organizational strategies and any other new policies with all staff. Issues from various offices will also be shared and discussed so that broader learning from lessons can take place. Emerging issues shall be addressed as appropriate by the country leadership team.

13.3. Meetings and Briefings

Meetings and briefing sessions shall take place at various levels i.e. Management, Unit, Section, Office, project offices, etc within the organization and observations on important issues discussed further at relevant appropriate levels in the organization. Minutes of the meetings/briefings will be available in electronic format and hardcopies filed appropriately.

13.4. Notice boards and Memoranda

Details of vacancies and other HR-related information, forthcoming events, travels shall be disseminated to staff formally and also posted on notice boards.

13.5. Magazine, newsletters and other media

Circulation of magazines and production of newsletters is encouraged as one way of sharing information. The use of the internet, intranet and other media channels such as newspapers, radio and television will also be encouraged. The infrastructure and facilities necessary to facilitate such means of communication will be enhanced.

13.6. Presentations

Management and staff shall make presentations on topical issues on a regular basis to update staff and provide any new information for learning.

13.7. Languages

Chitukuko Foundation's core language of communication is English. Where appropriate and especially in the field, Chichewa is considered a core language in communications.

14. STAFF DEVELOPMENT AND CAREER GROWTH

Chitukuko Foundation realises that its effectiveness as an organisation is a function of both staff's performance and their capacity to continue to perform. **Chitukuko Foundation** knows that through its recruitment processes it is able to identify competent staff whose ability to perform is confirmed during the induction period and performance appraisals. One of the ways in which the capacity to continue to perform can be enhanced is through the provision of opportunities for staff development. The main objective is to meet needs related to **Chitukuko Foundation's** core mission as identified by management.

Chitukuko Foundation however, recognises that the best approach to staff development is a holistic one realised through individual and group learning, initiated by **Chitukuko Foundation** and individual staff. Staff development may be underpinned by the values of gender equity and work-force diversity when necessary. **Chitukuko Foundation** recognises that staff development is a process and expects its staff to take a proactive responsibility for their own continuous learning.

A local Staff Training and Development Policy shall be available to guide staff development.

- a. In general however, Line Managers are primarily responsible for staff development, for identifying development and training gaps or needs, for planning, implementing and evaluating

the impact of training and for both formal and informal follow-ups. Performance management is a key instrument in this process.

- b. Generally, the staff shall spend at least 5 days per year in training and development activities both at an individual and collective level and aligned to specific roles and responsibilities.
- c. Training and development activities shall include skill and attitude training, workshops, retreats, strategic planning, reviews and reflections, value orientations, meditations, field exposures and immersions, and life skills.
- d. At least 5% and not more than 10% of the total staff salary budget shall be set aside in annual budgets for staff development
- e. Training and development needs of frontline staff shall be given priority in the annual training plan for organisation staff.
- f. Leadership Development Programs and Women's Leadership Development for senior staff (Executive Director included) shall be conducted regularly. Their content shall include reflective sessions to discuss **Chitukuko Foundation** values, attitudes and behaviours, as well as work approaches
- g. Mechanisms shall exist to support continuous reflection and learning from experience, from inside and outside **Chitukuko Foundation** including continued investments in secondment and learning visits between teams in different parts of the organisation
- h. The Finance and Administration function shall assume overall responsibility for training and development and maintain accurate records of staff training, reporting on semi-annually to the Leadership Team. District Offices, and Head Office shall always inform the Finance and Administration Unit of trainings organised by them and staff attendance.

14.1. Core training and development needs

Core development programs shall focus on the key capacity requirements of corporate and the Strategic Plan and shall include the following:

- a. Human Rights Based approaches;
- b. People-centred advocacy;
- c. Gender analysis;
- d. Poverty, vulnerability and social analysis (PVA, Reflect, Reflection-Action, STAR, ELBAG);
- e. Conflict management;
- f. Field immersions;
- g. Generic management skills (for example communications, presentations, conducting interviews);

- h. Fundraising and donor management
- i. Financial management;
- j. Time management;
- k. First-aid training, and safety and security drills.

A gender and women' rights perspective will be integrated into all training content. **Chitukuko Foundation** recognises that key capacity needs, as defined above, are not exhaustive and shall change with the needs of the organisation. Staff development needs in general shall be aligned with the Strategic Plan. **Chitukuko Foundation** shall have a fair, clear, transparent criteria to guide decision-making for training and development, which shall form part of the local Staff Training and Development policy.

14.2. Other Staff Development activities

Staff development activities like secondment and staff exchanges shall also be used but they must meet the specific needs of high-potential staff. Such activities may also include:

- a. Encouraging such staff to undertake a significant piece of work,
- b. Manage a complex part of work/the organisation for a sustained period
- c. Opportunities to work in different parts of the organisation to help develop a strategic view

Staff development planning discussions should be combined with setting objectives at the start of each year along with the performance management plans. Deadlines should be agreed as well as the support that will be required. One-to-one interviews and structured 360° feedback should form an ongoing element of each assignment for the purposes of accountability and to gauge the development of the high-potential staff member.

14.3. Qualification upgrade

Chitukuko Foundation may assist in upgrading relevant educational qualifications of its staff. Generally, senior management teams may jointly recommend staff members to the Executive Director or as outlined in the Staff Training and Development Policy (to be developed), a process for getting approval, especially in the case of internally funded schemes. When such staff members are successful in obtaining full scholarships from external funding sources the organisation may facilitate the provision of unpaid study leave. Similarly when they receive partial external funded

scholarship the remaining portion may be provided by **Chitukuko Foundation** along with unpaid study leave, subject to financial limitations.

14.4. Career growth

It is recognised that **Chitukuko Foundation**, by committing to a flat staffing structure, may have limited vertical growth opportunities. Career planning shall therefore be recognised as a process of individual development that prepares/enables staff to take alternative or increasing responsibility, at a vertical or lateral level.

15. PERFORMANCE MANAGEMENT POLICY

Chitukuko Foundation shall strive to achieve its mission goals and objectives by the most efficient and effective means given the prevailing Strategic Plan. In view of this, **Chitukuko Foundation** shall have a Performance Management System (PMS) whose objective shall be to acknowledge the contribution of staff, evaluate and develop their performance in order to achieve **Chitukuko Foundation's** mission. The PMS shall continuously monitor staff performance with the aim of addressing gaps, identifying training and development needs and recognising and awarding good performance. Unacceptable performance shall not be rewarded and, may lead to separation from **Chitukuko Foundation** if continuously unacceptable and following appropriate procedure.

Chitukuko Foundation recognises that a PMS also assists in the assessment of future potential and development needs (professional and personal) and is also a tool to facilitate shared understanding of mutual accountability, including receiving and giving feedback, thus a mechanism for supporting overall organisational accountability. Performance development and management is a continuous process and shall not be treated as a one-off event.

15.1. Performance Management Framework

Chitukuko Foundation shall have an appropriately designed performance management framework (*see Appendix 11 for Format of Annual Performance Management Plans and Appraisals*) that will enable Units to implement Unit deliverables which are tailored to meet **Chitukuko Foundation's** strategic objectives. The framework shall utilise annual plans based on running projects and departmental annual plans and job descriptions to set Key Result Areas (KRAs), Key Performance Indicators (KPIs), which shall be continuously monitored and measured to ensure performance at job level, unit level and special tasks or projects level.

15.2. Objectives of the PMS

- a. Review past (if applicable) and current performance
- b. Provide for growth for staff and the organisation
- c. Assess training and development needs
- d. Set Key Result Areas and their indicators
- e. Assist in career and succession planning
- f. Enhance communication between staff and Line Managers
- g. Identify areas for development and improvement, personal as well as professional
- h. Address career needs
- i. Address competency development
- j. Explore potential and its application
- k. Discuss strengths and motivational factors
- l. Give feedback to staff on areas for improvement/development
- m. Acknowledge staff contribution
- n. Receive feedback from staff on Line Manager's management style and areas for improvement
- o. Staff self-assessment and suggestions for self-development
- p. Set targets for future work.

15.3. Criteria for Determining Performance

Performance shall be measured using the following criteria:

- a. The extent to which set KRAs and KPIs are undertaken and achieved
- b. The effective and efficient use of resources
- c. The extent to which job competencies have been achieved
- d. Evaluation of outcomes based on specific input

15.4. Performance Management Procedure

15.4.1 **Chitukuko Foundation's** deliverables as set in the Strategic Plan, Annual Plans, Key Result Areas and performance indicators in the approved Job Descriptions shall be the basis upon which performance plans will be developed and assessed.

15.4.2 Performance Management process shall have three phases:

- a. Annual setting of key results areas and key performance indicators with staff member ideally at the beginning of every year or on taking up a new position;
- b. Quarterly reviews of progress between Line Manager and employee with a formal record of this;
- c. Annual performance appraisal with the Line Manager supported by 180-360 degree feedback from others in the organisation.

15.4.3 Performance reviews shall take stock of key result areas as stated in job descriptions however, staff are not encouraged to operate solely within the confines of a given role

15.4.4 Multiple feedback shall be collected from all relevant sources, that is, peers, reportees, horizontal work groups at national and international level and relevant external stakeholders (for example partners, donors, community etc).

15.4.5 Feedback sourcing shall be based on principles of multiple and downward accountability and relate to job competency, values, attitude and behaviour, and sensitivity to gender and diversity including how individuals support the work-life balance of reportees and peers. Staff should remember that in performance appraisals emphasis shall be on critical reflections and learning from failures and successes

15.5. Performance and Rewards

Performance and evidence of increased experience shall be the only criterion used to reward staff with salary increments under the Performance management system. The performance management system shall be used as a staff development tool, performance management tool and motivation mechanism.

The performance of exceptional individuals and teams maybe recognised through non-monetary rewards as shall be determined by management from time to time. Such systems shall be fair and the criteria used for assessment shall be transparent and accessible to all internal stakeholders. Examples of such rewards are public felicitation and honours, appreciation certificates, training and exposure.

15.6. Performance and Promotions

Whilst good performance will be rewarded, although it shall inform decisions regarding staff progression, promotion's objective in **Chitukuko Foundation** shall be to fill existing vacancies with the best qualified staff available. Hence all vacancies shall be filled following the recruitment policy and process outlined in Section 3 above and all promotions shall be done in accordance with *Annex 12: Promotion Policy and Procedures*.

15.7. Prerequisites to the PMS

15.7.1. The finance and administration function shall:-

- a. Ensure that all Line Managers not only conduct but have the required skills to conduct such reviews
- b. Provide support at actual performance appraisals when required
- c. Orientate staff clearly on how the performance management system works
- d. Processing any change in status or position of staff as a result of the review
- e. Designing and reviewing the performance management system through participatory consultative processes,
- f. The Finance and Administration Manager is responsible for co-ordinating and designing/selecting a performance review system that suits **Chitukuko Foundation's** mission, work approach and value aspirations.

15.7.2. Line managers shall:-

- a. Give staff clear orientation on job expectations
- b. Ensure continuous feedback to staff on their performance
- c. conduct performance reviews for all staff who report to them and ensure that all Line Managers reporting to them conduct these reviews with their own staff
- d. Recognize outstanding performance and bring to the attention of the next line management.
- e. Make any recommendations for changes or no changes in status or position of staff as a result of the review. They may consult with the Finance and Administration Unit before doing so.

15.7.3 Line Managers and staff shall mutually negotiate performance targets, both qualitative and quantitative, and accountability in Line with appropriate strategies and plans.

15.7.4 Line Managers and the Finance and Administration function shall be responsible for ensuring that performance reviews take place regularly.

15.7.5 Line Manager and the Finance and Administration function shall be responsible for creating and maintaining a work environment where open feedback is given and received without fear of retribution.

The PMS shall always be operational, performance appraisal records documented and maintained, capacity enhancing events for performance reviewers and staff organised and systems constantly updated.

16. DISCIPLINE

Chitukuko Foundation recognises that the promotion and maintenance of good working relations is essential to the effectiveness of the organisation and the wellbeing of staff. To this end, staff shall participate in making decisions that affect them and be informed of decisions made affecting their welfare.

By accepting employment with **Chitukuko Foundation** staff agree to work in a responsible, disciplined and productive manner. They also agree to maintain acceptable standards of performance, to be loyal to the organisation, to act in a manner conducive to the achievement of its mission, to respect its values and expected behaviours and to abide by its rules and regulations as contained in various policies of the organisation and other such documents, in order to create and maintain a good working environment which is conducive to the attainment of its mission. Discipline is defined as the observance of acceptable rules and standards of behaviour and performance. Therefore an employee who fails to observe these rules and standards shall be deemed to have committed an act of misconduct.

16.1. Dispute Resolution Procedures

Chitukuko Foundation shall encourage amicable resolution of disputes through established procedures including arbitration. The purpose of disciplinary procedures is to help those not meeting acceptable standards of conduct to assess their shortcomings, in an effort to ensure fairness and consistency in Line with **Chitukuko Foundation** values.

16.2. Misconduct

Misconduct is defined here as any conduct and /or behaviour that is contrary to norms, policies, procedures, values, attitudes and behaviours set by the organisation and generally accepted in the industry. Acts of misconduct are classified at two levels in **Chitukuko Foundation**: minor and gross.

16.2.1 Minor misconduct

Cases of minor misconduct shall include but not be limited to the following:

- (i) Reporting late for duties
- (ii) Unintended breach of operational procedures depending on the nature of the misconduct.
- (iii) Negligence in carrying out duties, depending on the level of impact of the misconduct.
- (iv) Unintended negligence leading to minor loss, damage or misuse of **Chitukuko Foundation** property
- (v) Disorderly behaviour including causing disturbance to colleagues.
- (vi) Absence from work for short periods without prior permission
- (vii) Poor supervision of staff leading to non-performance and misconduct.
- (viii) Loitering and idling during working hours

16.2.2 Gross misconduct

Cases of gross misconduct shall include but not be limited to the following:

- (i) Poor job performance
- (ii) Carrying unauthorized passengers in/on an **Chitukuko Foundation** vehicle
- (iii) Using a **Chitukuko Foundation** vehicle or property for personal or commercial purposes
- (iv) Permitting a non-**Chitukuko Foundation** staff to drive or use a **Chitukuko Foundation** vehicle or property without authorization from a relevant authority.
- (v) Driving a **Chitukuko Foundation** vehicle without a valid license or without valid authorization
- (vi) Failure to comply with **Chitukuko Foundation** rules, orders, regulations, policies and procedures.

- (vii) Negligence of one's own safety or that of colleagues
- (viii) Failure to report for duties without reasonable excuse for two weeks or more.
- (ix) Threatening or unduly influencing negatively another staff
- (x) Insubordination and wilful disobedience to instructions properly or lawfully given by an authorised person
- (xi) Committing a traffic offence of a serious nature while driving a **Chitukuko Foundation** vehicle as a result of personal negligence.
- (xii) Knowingly or negligently exceeding authority limits of discretion with serious adverse consequences to **Chitukuko Foundation**
- (xiii) Abuse of benefits through falsification
- (xiv) Indecent or immoral behaviour including sexual harassment at work and outside work environment.
- (xv) Disregard of policies, procedures and practice relating to staff conduct and performance not covered elsewhere in the classes of misconduct
- (xvi) Habitual or substantial negligence or indolence regarding discharge of duties
- (xvii) Fraudulent behaviour, practice and dishonesty including bribery and other offences involving graft.
- (xviii) Conduct prejudicial to good order and discipline
- (xix) Use of abusive behaviour or language relating to work, race, ethnicity, religion, disability and social status.
- (xx) Habitual use of intoxicating beverages or habit-forming drugs during working hours or reporting to work under the influence of alcohol and or drugs.
- (xxi) Breach of discipline from a position of trust
- (xxii) Providing **Chitukuko Foundation** with incorrect or misleading information in connection with appointment to **Chitukuko Foundation** and other job related issues (cheating)
- (xxiii) Deliberately supplying data or information that is materially false or incomplete or which would jeopardise **Chitukuko Foundation's** work or decisions.
- (xxiv) Deliberately supplying outsiders and partners with information privy to **Chitukuko Foundation** in relation to partnership agreements, financial contracts, bids, vacancies and recruitments.

- (xxv) Conviction of any crime and subsequent incarceration with the option of paying a fine (not conviction for one's views or politics or other civil protests)
- (xxvi) Failure to report or conniving or condoning the perpetration of an irregularity by another staff.
- (xxvii) Engaging directly in trade, commercial activity, other employment or any other activity regarded as a conflict of interest
- (xxviii) Misappropriation of **Chitukuko Foundation** funds and property including repeated non-accounting of working floats.
- (xxix) Undisclosed conflict of interest
- (xxx) Publication to any person, group or agency of any of **Chitukuko Foundation's** work without permission from the designated authority
- (xxxi) Misuse/damage of **Chitukuko Foundation** vehicles, properties and assets
- (xxxii) Physical violence towards staff, partners and communities, as well as domestic violence perpetrated by staff.
- (xxxiii) Discrimination and harassment, whether racial, social or sexual (Please also refer to the Anti-sexual harassment policy and the statement on harassment and discrimination below)
- (xxxiv) Any action which may result in or create a situation detrimental to **Chitukuko Foundation's** work or reputation, outside or inside the place of work.
- (xxxv) Repeated acts of minor or serious misconducts

16.3. Procedure for Dealing with Misconduct

The purpose of the Disciplinary Procedures is to ensure that all employees not meeting the acceptable standards are helped and encouraged to achieve and maintain such standards and to ensure that everyone is treated in a fair, consistent and reasonable manner in accordance with **Chitukuko Foundation's** stated values, Equal Opportunities statement and the nature of the infringement.

16.3.1 Except in the case of gross misconduct, the emphasis will be on achieving and sustaining acceptable standards of conduct and performance rather than only dealing with the misconduct as punishment.

16.3.2 All instances of alleged misconduct will be fully investigated and a decision made, as a result of that investigation, whether it is appropriate to use the formal Disciplinary Procedure. The

type and extent of disciplinary measure taken will also be decided upon based on the nature of the misconduct.

- 16.3.3 In cases of serious or gross misconduct, the Unit Head shall request a written report from the staff within a day. The Unit Head shall write his/her own report and forward the two reports to the Executive Director, copying the Finance and Administration Manager. If the misconduct is related to funds, the Unit Head shall write his/her own report and forward it to the Executive Director, copying the Head of Finance and Internal Audit Manager.
- 16.3.4 Depending on the review, the Executive Director may institute the appropriate process which may include further investigation or/and a disciplinary process involving a warning, suspension, termination or dismissal, subject to granting the staff, alleged to have committed the misconduct, the right to be heard.
- 16.3.5 In cases involving finance, when a report is sent to the Finance and Administration Manager, he/she shall review the report in accordance with policies and procedures and other relevant guidelines. Depending on the review, the Finance and Administration Manager, in consultation with the Executive Director, shall investigate the matter further and make recommendations to the Executive Director.
- 16.3.6 Where however, the case requires further investigations, the Executive Director shall request for investigations to be carried out by an ad-hoc committee depending on the circumstances of the case, upon whose findings a decision whether to utilise the formal disciplinary procedure shall be decided.

16.4. Investigations

All disciplinary processes shall be unbiased and investigations fair with the opportunity for discussion, improvement and appeal.

- 16.4.1 **Chitukuko Foundation** shall conduct an investigation into an alleged act of misconduct if there is need to establish more facts.
- 16.4.2 The investigation team/ investigator shall have access to all relevant files and documents and be at liberty to interview persons connected with the alleged acts of misconduct.

16.5. Suspension

- 16.5.1 Staff may be suspended from duties if his/her presence shall be seen to interfere with investigations. The period of suspension shall be limited to a maximum of one month for internal investigations but may be extended further depending on the complexity of the matter.
- 16.5.2 Staff shall be suspended if charged with a criminal offence relevant to his/her employment with **Chitukuko Foundation**. Staff shall remain on suspension until a court ruling has been obtained. However, where **Chitukuko Foundation's** internal policy and procedures have found the staff to no longer be suitable for employment with **Chitukuko Foundation**, **Chitukuko Foundation** shall go ahead to finalise its decision regarding the matter, which may include dismissal or termination of employment.
- 16.5.3 Staff shall be entitled to half pay during the period of suspension. Except for PAYE deductions, repayment of any other financial obligations shall be suspended during the period of suspension. Upon reinstatement, relevant arrears shall be paid and deducted.
- 16.5.4 Staff shall not access any of **Chitukuko Foundation's** premises or facilities except at the prior request or with prior consent of **Chitukuko Foundation** management and subject to such conditions as **Chitukuko Foundation** may impose.

16.6. Disciplinary Hearings

- 16.6.1 Should **Chitukuko Foundation** decide to hold a formal disciplinary hearing about a matter, it will, in such cases, give details in writing of the misconduct to the staff at least 3 days before the hearing. The concerned staff will be expected to respond to the charges in writing within 72 hours and the contents of the response will be part of the disciplinary hearing discussions.
- 16.6.2 At the hearing, staff shall be given an opportunity to state their case and may be accompanied by a member of staff of their choice. He/she shall also be entitled to call witnesses and cross-examine **Chitukuko Foundation's** witnesses.
- 16.6.3 Where staff fail to turn up for a hearing, and no reasonable reason or excuse is given, the Disciplinary Panel, constituted by management, may proceed with the hearing and take an appropriate decision that will be communicated to the concerned staff through the Finance and Administration Manager within five working days from the end of the hearing.
- 16.6.4 Where staff fail to turn up for the hearing due to acceptable reasons outside their control or unforeseeable reasons, the Finance and Administration Manager will advise the Executive Director on the next course of action.

16.6.5 The Executive Director, in consultation with the Finance and Administration Manager, will appoint the Disciplinary Panel and name the Chairperson. The Finance and Administration Manager will ensure that the disciplinary panel follows laid down procedures and ethics, and will take notes on the proceedings of the hearing.

16.6.6 Following the hearing, the panel will make recommendations based on the evidence available to them from personal files on staff's general disciplinary and general record, what the rules indicate as the penalty for the misconduct, position, action taken in previous cases, investigation reports, proceedings of the disciplinary hearing and the circumstances, to the Executive Director who will review the same and take final decision in consultation with the Finance and Administration Manager and the line manager of the concerned staff.

16.7. Disciplinary Action

Chitukuko Foundation may take disciplinary action against any staff on the grounds of inefficiency, misconduct, insubordination or any other acts of indiscipline that are inconsistent with the values, rules and regulations of the organisation.

16.8. Forms of Disciplinary Action

Disciplinary action may take the following forms:

16.8.1. Verbal warning

An undocumented verbal warning shall be issued by the immediate Line Manager for acts of minor misconduct including performance issues. The warning shall take the form of counselling and explaining consequences of failure to improve. The Unit Head shall however be informed of the verbal warning in writing as this shall also be a mechanism of managing performance.

16.8.2. Documented note to file

A documented Note to File shall be issued by a Unit Head where verbal warnings have not brought about desired change in a staff. In cases of unsatisfactory performance, an 'improvement note' shall be given setting out:-

- a. The timescale for improvement
- b. Review date
- c. Support to be given
- d. Opportunity to appeal

A copy of the note shall be sent to the Finance and Administration Unit and filed in personal file.

16.8.3. Formal written warning

A written warning will be issued in the form of a letter for gross misconduct and repeated minor misconducts if such acts do not warrant summary dismissal or termination of employment.

- a. The warning shall explain the nature of the misconduct and the change required as well as consequences of failure to improve and also the opportunity to appeal
- b. Every written warning shall be signed by the Executive Director. Staff shall be required to acknowledge receipt of the letter by signing on the letter of warning. The letter will be filed in the staff's confidential file and remain there for disciplinary purposes for a minimum of one year or after satisfactory conduct is observed for 6 months.
- c. Where staff is unable or refuses to sign for receipt of a warning letter, a copy shall still be placed in the personal file with a note stating the reason or circumstances for the absent signature.

16.8.4. Final written warning

A final written warning shall automatically lead to a dismissal or termination of employment subject to provisions of the Employment Act.

- a. Consideration for issuing a final written warning shall include further misconducts or unsatisfactory performance or a gross misconduct not warranting summary dismissal.
- b. A Disciplinary Panel shall meet to discuss proposed action before the warning is written. The warning shall also inform the staff of their right to appeal.
- c. The warning shall remain in the staff's confidential file for disciplinary purposes for a minimum of one year or indefinitely if the misconduct verges on gross misconduct.

16.9. Termination/Dismissal

Terminal benefits shall be paid in cases where the misconduct is not related to misappropriation of money or lead to summary dismissal.

16.10. Appeals Procedure

15.10.1 Appeals will be heard by the next higher level of Line management to that level that formed the Disciplinary Panel that made recommendations for the disciplinary action taken, wherever possible. Appeals must be made in writing to the Executive Director, through the Finance and Administration Manager within 5 working days of the date of the notification of the disciplinary action taken and must state grounds for appeal.

- 16.10.2 The appeal shall be in writing, stating the reasons for the appeal and must provide information or evidence not previously considered.
- 16.10.3 The Appeal Panel will review the appeal for fresh evidence and depending on the new information hold an appeal hearing, where the staff and an original Disciplinary Hearing Panel member will be allowed to comment on any new evidence arising either before or during the meeting.
- 16.10.4 The concerned staff has a right to be accompanied by a fellow member of staff to the appeal hearing.
- 16.10.5 After the appeal hearing has been held, the Appeal panel shall submit a report and recommendation(s) on to the Executive Director whose decision will be final. The decision shall be communicated to the staff by the Finance and Administration Unit.

17. WORKPLACE HARASSMENT

Chitukuko Foundation is committed to providing a work environment for all staff that is free from sexual harassment and other types of discriminatory harassment. **Chitukuko Foundation's** commitment begins with the recognition and acknowledgment that sexual harassment and other types of discriminatory harassment are, of course, unlawful. No individual or group in **Chitukuko Foundation** will be discriminated against or harassed on the grounds of sex, gender, race, ethnic origin, age, caste, colour, nationality, marital status, home responsibility, sexual orientation, physical ability, health, HIV/AIDS, culture, beliefs or social background. Staff are expected to conduct themselves in a professional manner and to show respect for their co-workers.

Women staff working in conflict areas may be especially vulnerable to sexual harassment. Managers in such areas will therefore be especially vigilant. This policy applies to all work-related settings and activities, whether inside or outside the workplace, and includes business trips and business-related social events. **Chitukuko Foundation's** property (e.g. telephones, copy machines, facsimile machines, computers, and computer applications such as e-mail and Internet access) may not be used to engage in conduct that violates this policy.

This policy covers staff and other individuals who have a relationship with **Chitukuko Foundation** which enables the organisation to exercise some control over the individual's conduct in places and activities that relate to its work (e.g. partners, communities, donors).

All staff are expected to familiarise themselves with the Anti-Sexual Harassment Policy as it supports this document.

17.1. Reporting of Harassment

- 17.1.1 If staff believe that they have experienced or witnessed sexual harassment or other discriminatory harassment by any staff of **Chitukuko Foundation**, they should report the incident immediately to their Line Manager or a person appointed as focal point for Women Concerns or the Finance and Administration Manager or to the Executive Director.
- 17.1.2 Possible harassment by others with whom **Chitukuko Foundation** has a business relationship, including partners and donors, should also be reported as soon as possible so that appropriate action can be taken.

17.2. Investigation

- 17.2.1 **Chitukuko Foundation** will promptly and thoroughly investigate all reports of harassment as discreetly and confidentially as practicable.
- 17.2.2 The investigation would generally include a private interview with the person making a report of harassment.
- 17.2.3 It would also generally be necessary to discuss allegations of harassment with the accused individual and others who may have information relevant to the investigation.
- 17.2.4 **Chitukuko Foundation's** goal is to conduct a thorough investigation, to determine whether harassment occurred, and to determine what action to take if it is determined that improper behaviour occurred.
- 17.2.5 If it is determined that a violation of the Anti-sexual Harassment policy has occurred, **Chitukuko Foundation** will take appropriate disciplinary action against the offending party, which can include counselling, warnings, suspensions, and termination.

18. GRIEVANCES

Chitukuko Foundation believes that staff have a right to express their dissatisfaction with situations pertaining to them and should therefore receive fair treatment in all such matters. **Chitukuko Foundation** shall therefore provide an enabling environment for staff to put forward issues and expect resolutions.

Chitukuko Foundation shall also provide a regular forum (for example a regular communication and co-ordination meeting, a management meeting, and a 'zero hour' during a retreat) where staff can address their grievances and seek resolution. If required, they will also be able to seek

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counselling either internally from Line Manager and Finance and Administration Manager or external professionals.

18.1. Reporting a Grievance

- 18.1.1 Staff must first bring any grievance, in writing, to the attention of their Line Manager (if the grievance is not concerning the Line Manager), and copy it to the relevant Finance and Administration Manager. Grievances and complaints received anonymously will not be given consideration
- 18.1.2 If the Line Manager is unable to resolve the grievance to the satisfaction of the staff member concerned, the latter should submit a written request to the next level of authority, through the Finance and Administration function. The Executive Director is the final level in dealing with all grievances, except for those brought by direct reportees to the Executive Director.
- 18.1.3 An ad hoc committee shall be established to investigate major grievances. The committee shall be duly trained to handle such matters
- 18.1.4 In the case of grievances relating to management or the Executive Director, the next and final point of appeal is the Board of Trustees. The Finance and Administration function shall be kept informed by the position handling the grievance

18.2. Enquiry and investigation

The grievance shall be reported immediately to the relevant Line Manager or Executive Director who, if appropriate, will institute an enquiry committee. Such committees shall include representatives across grades, have a gender and diversity balance and shall include the Finance and Administration Manager. The committee will investigate the matter and make recommendations to the Executive Director within a month or request more time if needed. The concerned staff will be given the opportunity to put across his/her defence.

In the case of sexual harassment, staff should refer directly to the guidelines in the **Chitukuko Foundation** Anti-sexual harassment policy.

18.3. Creating conducive environments for enquiry

Management shall make temporary adjustments to avoid interactions between the complainant and the person against whom the grievance has been lodged. Adjustments may include a temporary

change of office, a period of leave for the staff member under investigation, or suspension during the investigation depending on the seriousness of the case. Retaliation from either side shall be carefully monitored.

Once it is established that a staff member has committed a serious or gross misconduct he/she will be issued a notice of dismissal. Serious offences, such as harassment or fraud are subject to summary dismissal.

18.4. Establishment of innocence

If the accused staff member is not found guilty, he/she will be re-instated and all records on the case will be struck from his/her file. The reasons for the complaint shall be investigated and disciplinary action may be considered against anyone proved to have made allegations with malicious intent. Those who have been maliciously accused will be afforded due respect and sympathy and offered counselling if required.

18.5. Documentation

The Finance and Administration Manager shall keep proper documentation from the start of enquiries to their conclusion.

19. WHISTLE BLOWING

Chitukuko Foundation understands that there are times when staff have genuine concerns over unlawful conduct, financial malpractice or dangers to the public or the environment or harassment or misbehaviour at work and procedural irregularities. However, sometimes staff worry about raising such issues and /or they may want to keep the concerns to themselves, perhaps feeling it is none of their business or that it is only a suspicion or that raising the matter would be disloyal to colleagues, managers or to the organisation. On the other hand, staff may decide to say something but find that they have spoken to the wrong person or raised the issue in the wrong way and are not sure what to do next.

Chitukuko Foundation takes very seriously any form of malpractice and so this policy is purposefully provided so that staff know they are free to express those concerns if it is done in the interest of the organisation and so feel free to raise their concerns at an early stage and in the right way. Staff are encouraged to raise issues of concern even when they do not have proof as waiting for proof might mean alerting the organisation will be too late. Loss to **Chitukuko Foundation** as a

result of malpractice can only be avoided if all staff fully exercise their responsibility to protect the organisation. Whistle blowing aims to promote transparency, accountability and good governance.

19.1. General Guidelines

Chitukuko Foundation has a range of policies and procedures, which deal with the standards of behaviour at work and staff are encouraged to use the provisions of these procedures when appropriate. Where staff are aggrieved about their personal position, the Grievance Procedure, which is part of section 17 above, should be used. However, the Whistle blowing Procedure is also available for concerns about staff's personal position where staff are uneasy about using the Grievance Procedure, as well as where the interests of others or of the organisation itself is at risk. There may be times when the matter at hand is not covered by this range of policies and procedures and so needs to be handled in a different way.

Such matters could include, among others not listed here, any or all of the following:

- a. A criminal offence has been committed, is being committed or is likely to be committed
- b. Suspected fraud or corruption
- c. Disregard for the legislation, particularly those governing the operations of the organisation,
- d. Breach of local finance policies and procedures manual
- e. Showing undue favour over a contractual matter or job applicant
- f. A breach of a code of conduct or practice i.e. **Chitukuko Foundation** values
- g. Information on any of the above that has been, is being or is likely to be concealed.

19.2. Creating a Conducive Environment for Whistle Blowing

19.2.1. Staff safety

Chitukuko Foundation Management Team are committed to this policy. If staff raise a genuine concern under this policy, staff will not be at risk of losing their job or suffering any form of retribution as a result. Provided staff are acting in good faith, it does not matter if they are mistaken. Of course staff who maliciously raise a matter they know is false do not have such assurances and are subject to the disciplinary policy.

19.2.2. Staff confidence

Chitukuko Foundation will not tolerate the harassment or victimisation of anyone raising a genuine concern. However, we recognise that staff may nonetheless want to raise a concern in confidence under this policy. If staff ask their confidant to protect their identity by keeping their confidence, their identity will not be disclosed without the concerned staff's consent. If a situation arises where the organisation is not able to resolve the concern without revealing staff's identity (for instance where the staff's evidence is required in court), the organisation will discuss with the concerned staff on whether and how to proceed.

However, staff are encouraged to keep in mind that if they do not reveal their identity while raising an issue, it will be much more difficult for the organisation to look into the matter or to protect the staff's position or to give them feedback. Accordingly, while the organisation will consider anonymous reports, this procedure is not appropriate for concerns raised anonymously.

19.3. Reporting a Concern

19.3.1 Once staff are in doubt over an issue, they should raise it. If staff have a concern about malpractice, it is hoped that they will feel able to raise it first with their Line Manager. This may be done either orally or in writing.

19.3.2 If staff feel unable to raise the matter with their Line Manager, for whatever reason, they should please raise the matter with the Finance and Administration Manager or the Executive Director. Staff should please indicate to them that they want to raise a matter in confidence so that they can make appropriate arrangements.

19.3.3 If these channels have been followed and staff still have concerns, or if staff feel that the matter is so serious that they cannot discuss it with any of the above, they should please contact the Board of Trustees

19.3.4 If staff are unsure whether to use this procedure or they want independent advice at any stage they may contact the Chairman of the Audit Committee of the national board.

19.3.5 If Staff are dissatisfied with the response given, they are free to go to the other levels and bodies detailed in the **Chitukuko Foundation** whistle blowing policy. Whilst Management cannot guarantee that the organisation will respond to all matters in the way that staff might wish, Management will try to handle the matter fairly and properly.

19.3.6 Use of office telephones for whistle blowing is discouraged. Staff should use mobile phones or have face to face meetings so as to ensure confidentiality of the identity of the whistle blower.

19.4. Enquiry, Investigation and Resolution

19.4.1 Once staff have shared their concern, the organisation will look into it to assess initially what action should be taken. This may involve an internal enquiry or a more formal investigation. The staff will be informed about who is handling the matter, how they can contact him/her and whether their further assistance may be needed. Upon request, staff will be written an acknowledgement summarising their concern and setting out the proposed process of handling it.

19.4.2 When staff raise a concern they may be asked how they think the matter might best be resolved. If staff do have any personal interest in the matter, they should make this known at the outset so that if their concern falls more properly within the Grievance Procedure they can be properly advised.

19.4.3 While the purpose of this procedure is to enable the organisation to investigate possible malpractice and take appropriate steps to deal with it, staff that raise concerns will be given as much feedback as can be properly supplied.

If requested, a response to a concern raised will be given in writing. However, the organisation may not be able to inform staff the precise action taken where this would infringe a duty of confidence owed to someone else.

20. SEPARATION POLICY

Chitukuko Foundation recognises the mutual contribution staff and the organisation make to each other and aims to make the separation from the organisation under normal circumstances, as considerate and enabling as possible. The objective of the policy is to provide details relating to the exit of staff from **Chitukuko Foundation**.

20.1. Termination of Employment

A staff's service with **Chitukuko Foundation** shall be terminated through death, resignation, expiry of a contract, dismissal and any other legally acceptable reason.

20.2. Statutory Notice Period

Other than summary dismissal, **Chitukuko Foundation** or staff shall be required to give notice in writing for 3 months or a period agreed in individual employment contracts or salary in lieu. Absence of the statutory notice for either party will result in a payment in lieu of notice.

20.3. Certificate of Service

The Finance and Administration Unit shall issue a certificate of service (*see Appendix 13 for sample certificate*) and/or reference letter to exiting staff confirming their service with **Chitukuko Foundation** following confirmation by line Manager that handovers were done as evidenced by signed handover notes/Handover Checklist (*see Appendix 14 for Handover Checklist sample*) and verification by Finance that agreeable arrangements to settle or settlement of all outstanding obligations of the staff has been done. Detailed references shall only be issued in direct response to direct requests from either the staff or his/her authorised third parties. Only the Finance and Administration Manager and Executive Director are authorised to issue and sign certificates of service or reference letter to an external audience.

20.4. Outstanding Obligations

Outstanding financial obligations including those arising out of any advance or **Chitukuko Foundation** settled medical expenses for the staff shall become payable on demand upon the staff's exiting **Chitukuko Foundation** under any circumstances. The Finance and Administration Unit shall request Finance Unit to calculate the staff's final payments and obligations. The staff shall be advised in writing by the Finance and Administration Unit on the status of his/her benefits and/or obligations. All obligations shall be deducted from the staff's terminal benefits.

However, where terminal benefits fall short of outstanding obligations, alternative arrangements agreeable to **Chitukuko Foundation** shall be made by the exiting staff to fully settle the obligations.

20.5. Procedure on Resignation and Dismissal

Staff shall submit a written notice to the Executive Director, through respective Unit Heads and Finance and Administration Unit, indicating the intention to resign, stating the last proposed working day and reason for resigning while observing their contractual terms and other relevant terms as outlined in this document. Staff resigning in this way are entitled to all accrued and entitled benefits.

The Executive Director shall respond or instruct the Finance and Administration Manager to respond on his/her behalf, accepting or rejecting the resignation and the staff shall be informed of reasons for non-acceptance.

In case of dismissal, the dismissed staff shall be required to leave the premises of **Chitukuko Foundation** immediately after receiving the dismissal letter.

20.6. Contract Expiry and Termination

When the term of a given contract expires, those contracts shall be considered null and void unless renewed. If the contract is terminated, for any reason, either by the organisation or the staff, parties will supply mutual notice as per the notice period indicated in individual contract. (See *Appendix 15 for Procedure for Contract Renewal or Termination*)

20.7. Service termination

Staff services may be terminated by the organisation for the following reasons:

- a. Redundancy and phase out
- b. Staff medical reasons
- c. Dismissal due to continued unsatisfactory performance
- d. Dismissal for disciplinary reasons
- e. Death

20.7.1. Termination due to redundancy/phase out

All redundancies or phase out shall be consistent with Malawi laws. In the case of redundancy the due statutory notice period prevalent in the individual contract shall be given to the staff. When such notice is not possible **Chitukuko Foundation** will pay the salary due in lieu of notice. When there are large numbers of redundancies or in a difficult case, the HROD Unit may consult a local lawyer if deemed essential. However **Chitukuko Foundation** will aim for a pleasant and non-acrimonious exit process.

Redundancy and Phase-out of staff may result from:

- a. Planned phase out of project or position
- b. Planned retrenchment due to unavailability of funds, project closure or program shrinkage
- c. Planned post redundancy due to structural reconfiguration.

- d. Rightsizing
- e. Unplanned, unforeseen project termination

The termination package for staff may comprise of:

- a. All accrued contractual benefits
- b. Three months' salary
- c. Personal and career counselling
- d. Training for future employability
- e. Where feasible, assistance with finding re-employment outside **Chitukuko Foundation**

Staff affected by organisational changes and redundancies shall be informed as soon as possible and **Chitukuko Foundation** shall afford them respect and dignity.

20.7.2. Termination due to staff medical reasons

This type of service termination shall take place only if a staff member is declared medically unfit to continue work. As far as possible, **Chitukuko Foundation** shall provide an enabling work environment for staff who are living with HIV/AIDS or terminal or seriously debilitating illnesses, so the latter can continue working for as long as they are medically able to do so. This environment shall be created through job redesign, job sharing, part-time arrangements, flexible hours or other suitable methods.

Where deemed necessary, **Chitukuko Foundation** may provide additional leave facilities for such staff. When all avenues pursued have failed their services may be terminated.

20.7.3. Dismissal due to continued unsatisfactory performance

When standards of acceptable performance, as per the staff's given job description, are not met over a period of time this will be discussed directly between Line Manager and staff. Techniques such as appreciative enquiry, feedback support, coaching and training support, may be used along with future actions to improve performance. Consistent poor performance may mean a lack of interest or inability on the part of the staff member and may require stronger action. In such cases stronger action, including dismissal, shall be carefully thought through and documented over a period of time. Such documentation shall allow staff to give reasonable explanation and responses. Dismissal shall be considered when all other avenues pursued have not succeeded and in line with Malawi laws. Dismissal of direct reports shall have the prior approval of the next level of authority. In the case of direct reports to the Executive Director, s/he will inform the Board of Trustees.

20.7.4. Dismissal for disciplinary reasons

The services of staff may be terminated due to reasons of gross misconduct, without giving notice or salary in lieu of notice. In particular, **Chitukuko Foundation** operates a zero tolerance policy for

any form of fraud, corruption or harassment.

20.7.5. Death

On the death of a staff member, employment with **Chitukuko Foundation** will be automatically terminated and the nominated next of kin will be eligible to receive all accrued contractual benefits.

20.8. Clearance and hand-over notes

All staff shall submit a hand-over report for the role they vacate before leaving the organisation or Unit. They are also expected to process their clearance certificate through the various functions as provided by the Handover Checklist (*see Appendix 14*). This is a recommended pre-requisite for final clearance of all positions. This shall be submitted directly to the Line Manager and Finance and Administration Manager, and copied to the Finance and Administration Manager, and Executive Director.

20.9. Exit interview

The Finance and Administration Manager shall conduct an exit interview for all staff who resign prior to recommending final clearance (*see Appendix 16 for Employee Exit Interview Form*). This interview shall explore the staff's reasons for leaving **Chitukuko Foundation** and provide an opportunity for the departing staff to make any suggestions that may benefit the organisation. Such interviews shall be documented and the information gathered used for organisational improvement.

21. MONITORING AND EVALUATION

Chitukuko Foundation values reviews and reflections on its practices from time to time, to ensure systems remain flexible, consistent and relevant to the organisation's needs. **Chitukuko Foundation** shall review and reflect on its HR/OD practices regularly to ensure they reflect mission demands, values, principles and an enabling work culture.

21.1. Review of HR/OD policies

Once every 3 to 5 years, alongside Strategic Plan reviews, all HR/OD policies and related documents shall be reviewed to check against legalities, new mission demands, practical operational implications, and sensitivity to gender and diversity, values and attitudes and behaviour.

20.1.1 The Finance and Administration function shall lead the review, through a review team commissioned by the Executive Director.

20.1.2 Processes shall exist to enable staff at all levels to provide feedback and input

20.1.3 Updated policies shall be submitted to the Executive Director who will approve them and keep the Board of Trustees informed.

20.1.4 Beyond major policy review, feedback related to HR/OD policy may be made to the Finance and Administration Manager whenever insights are gained. Interim need-based policy changes may be made by the management team and through management meetings, whenever the need arises.

21.2. Policy practice compliance audit

Policy practice compliance will be assessed through regular, structured HR/OD audits conducted as part of the normal internal audit and programme reviews. Reviews shall ideally be conducted once every three years. Review teams may include senior staff from functions such as Finance and Administration, Programs, Finance and Shared Learning. These teams may also include relevant staff from partner organisations, external experts on OD or relevant members from like-minded organisations

21.3. Alignment and best practice review

New HR/OD strategies and policies shall take account of the global HR/OD best practices. The Finance and Administration Manager shall use the global HR/OD best practices as key reference points for HR/OD best practice reviews.

21.4. Human Resources and Organisation Development Information Systems

Staff quantitative data

The Finance and Administration function shall maintain an effective staff data system preferably in an accessible database capable of producing analytical management reports.

21.5. Staff climate survey

Staff climate surveys shall be done once every two to three years to take stock of the institutional climate and evaluate forward corrective actions. The resulting recommendations shall be noted and action taken by management and Finance and Administration function. All staff surveyed shall be given the results of the survey and a summary of the planned actions.

22. MISCELLANEOUS PROVISIONS

22.1. Staff files

Staff files shall be maintained and normally include:

- a. Staff's application to **Chitukuko Foundation** and CV
- b. Copies of educational and professional qualifications
- c. Notes from the selection process from interviewers
- d. Records of performance reviews and salary changes, updates and other relevant communications during tenure
- e. Information relating to dependants
- f. Permanent address
- g. Records and documents from previous employment
- h. A Testamentary instrument regarding terminal benefits in case of death while in service
- i. Any other relevant data

Staff files are confidential documents and shall be accessible only through the Finance and Administration function.

22.2. Internal communications systems

Chitukuko Foundation shall strive to create a culture in which information is accessible, decisions transparent, listening and learning are valued highly and staff have the skills and motivation to communicate effectively. More information is available in the Open information policy.

22.2.1 Each individual staff must take responsibility for gaining information and for informing others. Resources available from **Chitukuko Foundation** include the website, networks, and shared learning forums on issues of common concern

22.2.2 Line Managers should keep staff updated and use available mechanism/s to help communicate activities and direction, and to reinforce **Chitukuko Foundation's** common culture and identity.

21.2.3 Emails and chats may be used as an effective tool for forging connections in a large international organisation. Staff are encouraged to be sensitive to 'netiquette' to avoid information overload and in case of issues, staff are encouraged to use meetings to avoid misunderstandings or distracting other staff.

22.2.4 The Finance and Administration function shall work with the Information Systems function to ensure that linkages between internal processes and systems are in place and that they promote shared learning initiatives and that core **Chitukuko Foundation** internal communications mechanisms (for example newsletter, local intranet, national staff directories) exist.

22.3. Transition and change management processes

In a dynamic organisation like **Chitukuko Foundation**, changes in life-cycle, due to either internal or external circumstances, occur to bring in innovation and creativity and therefore sustainability in the achievement of mission goals. Staff shall therefore note that change can originate from all levels and areas of work. **Chitukuko Foundation**, where appropriate, will respond to the external environment to bring about proactive and reactive changes.

As a result of change, **Chitukuko Foundation** may be required to make changes in structure, policy, systems, practice and required skill-sets. Staff are therefore encouraged to proactively anticipate change and build their capability to adapt to change.

22.4. Dress Code

Chitukuko Foundation's purpose in establishing a dress code is to allow staff to work comfortably in the workplace vis-à-vis its mission objectives, goals, identity and values. **Chitukuko Foundation** needs staff to project certain images for relevant professional contacts or partners, potential employees, and community partners. Business casual dress is the standard for this dress code. Hence staff are expected to observe protocol with the various contacts they have and dress in appropriate attire for formal meetings with external audiences where such is expected.

Because not all casual clothing is suitable for the office, the following are guidelines to assist staff determine what is appropriate to wear to work and not an attempt to provide a list.

22.4.1 Clothing that works well for meeting professional contacts or partners may not be appropriate for meeting community partners and vice versa.

- 22.4.2 In general, clothing that works well for dance clubs, exercise sessions, and beauty pageants, particularly clothing that reveals too much cleavage, back, chest, feet, stomach or underwear is not appropriate for work, even in a business casual setting as it is not appropriate for a professional appearance given **Chitukuko Foundation**'s mission.
- 22.4.3 In addition, clothing should be clean, pressed and never wrinkled. Torn, dirty, or frayed clothing is unacceptable.
- 22.4.4 Fridays are declared dress down days, when other more casual clothing, although never clothing potentially offensive to our partners and colleagues, may be worn. Staff are expected to avoid extremes of dress which would place them and the organisation in an embarrassing position.
- 22.4.5 **Chitukuko Foundation** understands that no dress code can cover all contingencies so staff must exert a certain amount of judgment in their choice of clothing to wear to work. If they experience uncertainty about acceptable, professional business casual attire for work, staff should please contact their Line Manager or the Finance and Administration Unit staff.
- 22.4.6 If clothing fails to meet standards, as determined by the staff's Line Manager and HROD Unit staff, the staff will be asked not to wear the inappropriate item to work again. If the problem persists, the staff may be sent home to change clothes and will receive a verbal warning for the first offense. All other policies about attendance will apply. Progressive disciplinary action will be applied if dress code violations continue.

22.5. Identity cards & Business Cards

Staff shall be provided with identity cards for identification and security purposes. Staff who have a mission-related or function-related interface with external audiences and service providers will be expected to have business cards for the purpose of communication for business purposes. Business cards will usually apply for programme and policy managers as well and functional heads.

22.6. Testamentary Instruments

Staff shall be required to complete a *Testamentary Instrument* (see *Appendix 17* for sample of the instrument) detailing disbursements of gratuity benefits so that in the event of their death while in service, **Chitukuko Foundation** shall be in a position to process the benefits to their dependants who are entitled to promptly benefit as the staff wished.

Staff should note that completion of the said instrument does not exhaust a staff's capacity to write a Will to cover the remaining part of his/her estate. The strictest secrecy shall be observed regarding matters of this nature.

22.7. Change of circumstances

On joining **Chitukuko Foundation**, every staff shall complete a Personal Details Form indicating their circumstances. It shall be incumbent upon every staff to notify the Finance and Administration Unit of details of any change in personal circumstances, by completing a new *Personal Details Form* (see Appendix 18). Such changes could include:

22.7.1. Permanent and residential address

Change of home, residential and permanent address and /or telephone number.

22.7.2. Change of name

Change of name by staff from that originally presented to **Chitukuko Foundation** will be brought to the attention of Finance and Administration Unit supported by relevant documents.

22.7.3. Marital status

Change in marital status of staff on account of marriage, divorce, legal separation or death of spouse will be brought to the attention of Finance and Administration Unit supported by relevant documents.

22.7.4. Information on children

The date of birth and sex of any child including children of any spouse from a former marriage for whom the staff has legal responsibility shall be presented by staff to the Finance and Administration Unit.

22.7.5. Next of kin

Any change of next of kin and his/her contact details should be promptly brought to the attention of the Finance and Administration Unit in writing.

22.7.6. Additional qualifications

Acquisition of additional academic and/or professional qualifications, supported by copies of certificates should be brought to the attention of the Finance and Administration Unit in writing.