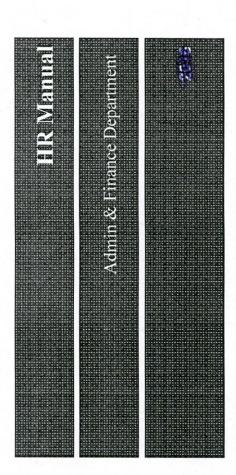
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HR POLICY AND PROCEDURE MANUAL

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Introduction

The CDF Human Resources Policy and Procedure Manual provides the policies and procedures for managing and developing staff. It also provides guidelines CDF will use to administer these policies, with the correct procedure to follow.

CDF will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

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HR Policy & Procedure
Any suggestions, recommendations or feedback on the policies and procedure
specified in this manual are welcomed.

These policies and procedures apply to all employees.

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OBLIGATIONS OF AN EMPLOYEE

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PERSONAL CONDUCT

G eneral policy on personal condu c t

CDF expects its employees to maintain a high standard of conduct and work performance to make sure the business maintains its good reputation with customers and suppliers. Good personal conduct contributes to a good work environment for all.

This involves all employees:

- · observing all policies and procedures
- · treating colleagues with courtesy and respect
- · treating Beneficiaries, vendors and donars in a professional manner at all times
- · working safely at all times

The document that staff needed as part of the contract to govern with:

- 1. Code of conduct which includes:
 - A. Conflict of interest policy
 - B. Code of ethics
 - C. Accountability to program participants policy
 - D. Confidentiality agreement
 - 2. Compensation policy





CONFLICT OF INTEREST

Policy

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially at odds with the best interests of CDF.

All employees are required to act in good faith towards CDF. Employees need to be aware of the potential for a conflict of interest to arise and should always act in the best interests of CDF.

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with CDF. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of CDF and their own personal or professional interests, or those of relatives or friends. Where such a conflict occurs (or is perceived to occur), the interests of CDF will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of CDF. It is impossible to define all potential areas of conflict of interest. If an employee is in doubt if a conflict exists, they should raise the matter with their manager.

Pro cedure

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by CDF to management
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by CDF to management
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible

If an employee declares such an interest, CDF will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest

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with CDF to their manager. Where there are external involvements that represent a conflict of interest, these must not affect performance or attendance whilst working at CDF. If such involvement does affect performance or attendance it will be considered a conflict of interest.



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Employees must not set up or engage in private business or undertake other employment in direct or indirect competition with CDF using knowledge and/or materials gained during the course of employment with CDF.

Engaging in other business interests during work hours will result in strong performance improvement action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with CDF, in a timely manner, may result in performance improvement proceedings including dismissal.

A conflict of interest can arise in a variety of situations. A clear conflict of interest arises when an employee or a member of the employee's family:

- Participates in the evaluation, selection, award, or administration of a contract or other order for the purchase of goods or services that will directly or indirectly benefit the employee or the employee's family.
- 2. Has a direct or indirect financial or other commercial interest in any party doing business with the organization.
- Stands to gain personally or individually from any transaction in which the organization is a party.
- 4. Accepts gifts, favors, or anything of monetary value from vendors, including contractors, (except for unsolicited gifts of a nominal value, training, travel, materials, or other items provided for the benefit of organization with supervisor approval).





CODE OF ETHICS & CONDUCT

All employees are expected to understand and abide Code of Ethics & Conduct. All employees are subject to these policies.

- 1. Name, Logo, and Trademark
- 2. Property
- 3. Communication rules
- 4. Complying with the Law
- 5. Confidential Information
- 6. Conflict of Interest Actual or Perceived
- 7. Disclosure
- 8. Discrimination, Harassment and Sexual Harassment
- 9. Employee Likeness
- 10. Gifts
- 11. Losses and Fraudulent Acts
- 12. Outside Activities
- 13. Outside Employment
- 14. Procurement
- 15. Request for Employee Information or References
- 16. Use of organization Equipment and Communication Systems
- 17. Substance Abuse in the Workplace
- 18. Work Prepared by Employees 9 of 25





19. Violence in the workplace





ACCOUNTABILITY TO PROGRAM PARTICIPANTS

HARASSMENT AND EXPLOITATION OF CHILDREN

As a group, children (persons under the age of 18) are probably the most vulnerable to harassment and exploitation. Staffs are expressly prohibited from harassing or exploiting children. Because children are so vulnerable to abuse and exploitation, sexual relationships between adult staff and children is prohibited.

All employees have an obligation to report harassment of any form and exploitation, if they believe any form of abuse have occurred in the course of duty within the workplace or in program communities, if they observe such conduct, or if they receive any information about such conduct. Harassment of any form or exploitation must be reported immediately either to the employee's unit/project's most senior supervisor or to the General Manager and HR Manager. The Supervisor must in turn report it to the General Manager and HR Manager. The report may be verbal or in writing, and should provide details of what happened, including date, location and the name of the witness. The initial report and all subsequent information developed will be held in the strictest confidence and will be disclosed only on a need-to-know basis in order to investigate and resolve the matter.

PENALTIES FOR HARASSMENT, EXPLOITATION & RETALIATION

Any violation of this Code of Conduct and Accountability to Program participant Communities Regarding Harassment and Exploitation will be considered an act of gross misconduct, and anyone subject to this policy who is found to have harassed, coerced, intimidated or retaliated against another in violation of this Code will be subject to prompt and appropriate disciplinary action, up to and

including termination as HR Policy and Procedures.



CONFIDENTIALITY AGGREEMENT

The EMPLOYEE will perform services for the organization, which may require disclosure of ("Confidential Information") to the EMPLOYEE. (Confidential Information is any information of any kind, nature, or description concerning any matters affecting or relating to, but not limited to: donor information, finances, program development, contracts & grants, personnel, legal, or other data of the organization accordingly, to protect the organization

Confidential Information that will be disclosed to the EMPLOYEE, the EMPLOYEE agrees as follows:

- The EMPLOYEE will hold the Confidential Information received from organization, in strict confidence and shall exercise a reasonable degree of care to prevent disclosure to others.
- The EMPLOYEE will not disclose or divulge either directly or indirectly the Confidential Information to others unless first authorized to do so in writing by the organization authority
- The EMPLOYEE will not reproduce the Confidential Information nor use this information inside or outside of the organization, for any purpose other than the performance of his/her duties for the organization.
- The EMPLOYEE will, upon the request or upon termination of his/her relationship with the organization delivers to the organization any notes, documents, equipment, and materials received from the organization, or originating from its activities for the organization
- The organization reserves the right to take disciplinary action, up to and including termination for violations of this agreement.

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RECRUITMENT

Policy

CDF always aims to employ the best candidates based on merit and competence.

Pro cedure

- 1. A simple position description for the job covering key activities, tasks, skills required expectations, deliverables and safety considerations is prepared.
- 2. The recruitment process may include some or all of these: an application form, interviews, practical testing, and reference checks.

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INDUCTION

Do not underestimate the impact of a good induction. HR research has found a thorough and positive induction radically increases the likelihood the employee will stay with you long term.

Policy

The organization will make sure all new employees feel welcomed and are ready to start work safely and competently.

Pro cedure

An induction plan for each new starter includes:

- introductions
- · welcome tea
- workplace tour
- · business overview
- who's who
- IT system orientation
- · policy and procedural requirements





TRAINING

Policy

The organization will give employees adequate training to do their job safely and competently. CDF believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes precedence.

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PROBATION

Probation periods can vary. The labour Act 1997 provides for a minimum qualifying period of three months, before an employee is protected from unfair dismissal provisions. (Excluding irregular casuals)

Policy

Probation is a period of review and appraisal to make sure both the business and the employee are satisfied the role is as advertised, and is being performed satisfactorily. Ongoing permanent employment is given only when the employee satisfactorily completes their probation.

Pro cedure

- 1. Give informal and formal appraisal during the probation period.
- 2. Give at least one formal appraisal four weeks before the end of probation.
- 3. At the end of the probation period, complete a final probation appraisal and advise the employee of the result.





COMMUNICATION POLICY

E mail policy

- 1. Email facilities are provided for formal business correspondence.
- 2. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
- 3. Limited private use of email is allowed if it doesn't interfere with or distract from an employee's work. However, management has the right to access incoming and outgoing email messages to check if an employee's usage or involvement is excessive or inappropriate.
- Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
- 5. All emails sent must include the approved business disclaimer.

To protect the organization from the potential effects of the misuse and abuse of email, the following instructions are for all users.

- No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of CDF in the community or to its relationship with staff, customers, suppliers and any other person or business with whom it has a relationship.
- Email must not contain material that amounts to gossip about colleagues
 or that could be offensive, demeaning, persistently irritating, threatening,
 discriminatory, involves the harassment of others or concerns personal
 relationships.
- 3. The email records of other persons are not to be accessed except by management (or persons authorised by management) ensuring compliance with this policy, or by authorised staff who have been

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- 5. Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
- Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

Internet u se policy

The internet is provided by CDF for business use. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are not accessed e.g. pornographic, gambling.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff need to be aware that some forms of internet conduct may lead to criminal prosecution.

S ocial Media Policy

CDF expects its employees to maintain a certain standard of behaviour when using Social Media for work or personal purposes.

This policy applies to all employees, contractors and sub-contractors of CDF who contribute to or perform duties such as:

- maintaining a profile page for CDF on any social or business networking site (including, but not limited to LinkedIn, Facebook, or Twitter);
- making comments on such networking sites for and on behalf of CDF;
- writing or contributing to a blog and/or commenting on other people's or business' blog posts for and on behalf of CDF; and/or
- posting comments for and on behalf of CDF on any public and/or private webbased forums or message boards or other internet sites.

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This policy also applies to all employees, contractors and sub-contractors of CDF who:



HR Policy & Procedure



- have an active profile on a social or business networking site such as LinkedIn, Facebook, or Twitter;
- write or maintain a personal or business' blog; and/or
- post comments on public and/or private web-based forums or message boards or any other internet sites.

This policy does not form part of an employee's contract of employment. Nor does it form part of any contractor or sub-contractor's contract for service.

PROFESSIONALUSEOFSOCIALMEDIA

Procedure

No employee, contractor or sub-contractor of CDF is to engage in Social Media as a representative or on behalf of CDF unless they first obtain The General Manager's written approval.

If any employee, contractor or sub-contractor of <Business Name> is directed to contribute to or participate in any form of Social Media related work, they are to act in a professional manner at all times and in the best interests of CDF.

All employees, contractors and sub-contractors of CDF must ensure they do not communicate any:

- Confidential Information relating to CDF or its partners or suppliers;
- material that violates the privacy or publicity rights of another party; and/or
- information, (regardless of whether it is confidential or public knowledge), about partners or suppliers of CDF without their prior authorisation or approval to do so; on any social or business networking sites, web-based forums or message boards, or other internet sites.

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PRIVATE/PERSONALUSEOFSOCIALMEDIA

Procedure

CDF acknowledges its employees, contractors and sub-contractors have the right to contribute content to public communications on websites, blogs and business or social networking sites not operated by CDF. However, inappropriate behaviour on such sites has the potential to cause damage to CDF, as well as its employees, partners and/or suppliers.

For this reason, all employees, contractors and sub-contractors of CDF must agree to not publish any material, in any form, which identifies themselves as being associated with CDF or its partners or suppliers.

All employees, contractors and sub-contractors of CDF must comply with this policy. Any breach of this policy will be treated as a serious matter and may result in disciplinary action including termination of employment or (for contractors and sub- contractors) the termination or non-renewal of contractual arrangements.

Other disciplinary action that may be taken includes, but is not limited to, issuing a formal warning, and/or permanently or temporarily denying access to all or part of CDF's computer network.

For the purposes of this policy, the following definitions apply:

Social Media includes all internet-based publishing technologies. Most forms of Social Media are interactive, allowing authors, readers and publishers to connect and interact with one another. The published material can often be accessed by anyone. Forms of Social Media include, but are not limited to, social or business networking sites (i.e. Facebook, LinkedIn), video and/or photo sharing websites (ie. YouTube, Flickr), business/corporate and personal blogs,







LEAVE POLICY

G eneral l eave policy

Unless specified otherwise, employees referred to in this policy mean permanent full- time or part-time employees.

All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave has to be mutually agreed, and take into account workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

Annu al l eave policy

Each employee is entitled to a minimum of 20 working days annual leave a year, after the completion of a full calendar year for the first three years, and 23 working days when completing more than three and less than eight years, 25 working days when completing continuous eight years to twelve, 28 working days for employees working more than 12 years and to 15 years and 30 working days for the employees spent more than 15 years. Leave entitlements are calculated from the date they started work and accrue in accordance with workplace relations legislation or industrial instruments.

Annual leave counts towards continuous service (used when calculating long service leave). Applications for annual leave need to be lodged one week in advance.

An employee is expected to take accrued annual leave for business close down

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periods. If insufficient leave is accrued, The management may direction employee to take unpaid leave.

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The General Manager will decide on a case-by-case basis whether it will agree with an employee to 'cash out' annual leave as permitted by workplace relations legislation

In some circumstances, leave in advance of what leave has accrued may be approved. This is conditional on the employee agreeing to CDF deducting any advance in the event of termination, or to the employee accepting leave without pay.

Personal (sick) leave policy

An employee should notify his/her manager as soon as possible if they are unable to attend work due to illness or injury. Management, at its discretion, may request evidence such as a medical certificate showing that the employee was entitled to take personal leave during the relevant period.

T ime in l ieu policy

CDF will grant time in lieu to an employee who is required to work outside their normal hours. Time worked towards time in lieu must be approved in advance unless exceptional circumstances exist, in which case management will consider granting approval after the time is worked.

CDF will record time-in-lieu credits and debits. Generally, employee should take time in lieu in the same month within which they accrue it. An employee cannot accrue more than 4/day hours of time in lieu.

Leave withou t pay policy

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

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PERFORMANCE MANAGEMENT

Policy

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.

All employees will undergo a formal performance review with their immediate managers at least one time a year.

Pro cedure

- The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
- 2. The manager and employee will meet and openly and constructively discuss performance over the period.
- 3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
- 4. Training and development will be considered as part of the process.
- 5. Notes should be taken of the meeting and copies kept.
- Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

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PERFORMANCE IMPROVEMENT

Policy

Where warranted the management will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, the management may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

CDF requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, the management will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, the management may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. The management will give an employee the opportunity to defend themselves before management takes further action.

Pro cedure

1. The management will advise the employee of any shortfall in their performance, and give them an opportunity to respond.

2. Once they respond, the manager will consider their response and decide if

will provide support such as training where appropriate.

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HR Policy & Procedure



- If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
- 4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure.
- 5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
- 6. The manager will decide if more action is needed.
- 7. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file

8. The warning must clearly define:

- the deficiency
- a clear explanation of the expected standard
- by when the employee needs to achieve it
- how the business will help the employee achieve the improvement required
- · consequences of failing to improve
- 9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
- 10. They will continue to support the employee and note the support they give, for example, training or counselling.
- 11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps

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4-10 above. This document needs to warn the employee in clear terms
CDf will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.



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Note: some circumstances justify going straight to a second or final warning.

Grossorseriousmisconductpolicy

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Pro cedure

- 1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
- 2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
- 3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
- 4. The manager should keep a file of all evidence collected and action taken in these circumstances.
- 5. The management will send the employee a letter of termination noting brief details.





GRIEVANCES

Policy

CDF supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, The management will escalate a grievance to the next higher level of authority for more discussion and resolution, and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Pro cedure

- The employee should try to resolve the grievance as close to the source as
 possible. This can be informal and verbal. At this stage, every possible
 effort should be made to settle a grievance before the formal grievance
 process starts. If the matter still can't be resolved, the process
 continues and becomes formal.
- To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
- 3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process, continues.

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4. If the grievance still can't be resolved, refer the matter most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

dismissal.





CDF Policy on protection against

Sexual Exploitation and Sexual Abuse

Policy

Sexual Exploitation and Sexual Abuse (SEA) are acts of unacceptable behavior, and prohibited behavior for all CDF staff and CDF associates, including and limited to interns, consultants, and vendors. Suppliers, volunteers. This policy is communicated to all CDF staff and CDF associates.

It's strictly prohibited for CDF staff and CDF associates to engage in:-

- Any act of sexual Exploitation or sexual abuse.
- · Any sexual activity with children.
- · Any act places children at sexual risk during the implementation of CDF activities.
- Any use of children or adult to procure sexual services for others, exchange of money, employment, goods, or services for sexual with prostitutes or others, exchange sexual with assistance provide to beneficiaries.

Procedures.

- All CDF staff and CDF associates sign a code of conduct immediately after signing the contract which clearly stating CDF PSEA policy.
- All CDF staff and CDF associates received full training on PSEA during induction training and other subsequent trainings.
- Immediate reporting to the direct line manager /or direct supervisor whenever allegation of sexual harassment reported.
- If the direct manager is involved the report is submitted to the higher level of authority.
- An immediate evidence-based investigation carried out by the HR, manager or general manager.
- Information is kept confidential.
- Prompt and fair decision is taken to end the case shortly.
- False allegation results in disciplinary action against the one who filed the false case.

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Payroll.

<u>Attendance Sheet/Time sheet</u>.

Employees must sign on Time sheet to verify the exact time spent on the specific project activities and thus the payroll is prepared accordingly. All those involved in the preparation, checking and approval of payroll must put their initials on the payroll sheet.

Payments of salary .

A salary shall be paid monthly in Sudanese SDG to employees, based on the salary information indicated on each personnel record. Each employee shall be entitled to all benefits as stated in his/her letter of contract. Salary payment to employees shall be made between 25 to 30 of each calendar months



HR Policy & Procedure

Internal Control for Salaries.	пт
□ hiring of employees should be properly authorized. Record should be kept f particulars of engagement, promotions, transfers, and salary.	or each employee containing
□ adequate attendance records must be kept and approved by the person au	thorized.
$\hfill \Box$ The payroll should be checked as regards names, gross pay, calculation ar should be done by individuals other than those who originally prepared the pa	
□ Payrolls should be signed by the person responsible for preparation, check	ing and approval.
□ Cheque should be prepared for the net amount of the payroll and be withdr	awn from banks.
□ whenever possible salaries should be paid at fixed times and stations so the	at it can be properly supervised.
☐ Unclaimed salaries should be record immediately after the conclusion of the only on satisfactory proof of entitlement.	e payment and be subsequently paid

Benefit, Allowance and Tax.

National Social Insurance (NSI).

CDF set up staff social security scheme which is mandatory for all locally recruited staff. The Social Security Scheme is contributory with the employer paying 17% of employees monthly salary while the employees contributes 8%. The total contribution shall be send to the relevant government authority on time.

Personal Income & Signatory Stamp Tax.

Payroll deduction to income tax & Signatory Stamp Tax must comply with the local legal and tax regulations. The taxes that are collected from employees must be paid to relevant government Offices every month after the payment of salaries.

WORKING CONDITION

Number of working hours of CDF is not less than 40 hours a week. The distribution of working hours in the week days shall be:

Sunday to Thursday: Morning 8:30AM- 11:00AM Afternoon 12:00AM -04:30 PM

Official and Religious Holidays

Official holidays to be observed by CDF shall be in accordance with the public holiday observed by the government of Sudan.

Per Diem

Employees who are required to make overnight trips to areas outside their permanent place of assignment shall normally be entitled to claim per diems. CDF perdiem rate is 15\$ per a day

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S 15\$ per a day

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Effected by completing travel expense form two or three days after return back from the field trip or paid in advance before the trip:

Weekend, overnight and leave should be dealt differently and paid in double. And the field level office should be operated accordingly.

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