



Human Resources Manual

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1.0. INTRODUCTION

AFROHUN is an international network of institutions of higher learning in human health, animal health and environmental public health, veterinary medicine and pathobiology institutions that are located so far in 19 universities in 10 countries in Africa. These include Cameroon, Cote D’Ivoire, the Democratic Republic of Congo (DRC), Ethiopia, Kenya, Liberia, Rwanda, Senegal, Tanzania and Uganda.

The Universities included in AFROHUN are: Universite des Montagnes, University of Buea and University of Ngaoundere (Cameroon), Université Félix Houphouët-Boigny (Côte D’Ivoire), University of Lubumbashi and University of Kinshasa (DRC), Jimma University, Addis Ababa University and Mekelle University (Ethiopia), Moi University and University of Nairobi (Kenya), University of Liberia (Liberia), Université Cheikh Anta Diop (Senegal), Muhimbili University of Health and Allied Sciences and Sokoine University of Agriculture (Tanzania), University of Rwanda and University of Global Health Equity (Rwanda), Makerere University and Mbarara University of Science and Technology (Uganda).

1.1. AFROHUN’s Vision

“A global leader in One Health approaches to sustainable health for healthy productive animals, prosperous communities and productive ecosystems”

1.2. AFROHUN's Mission

The mission of AFROHUN is: To drive transformational change for continuous improvement of health and well-being of humans, animals, and environment through OH principles and approach to research, training and community service

1.3 AFROHUN's Guiding Principles/Core Values

(i)	Multidisciplinary teamwork
(ii)	Mutuality and respect
(iii)	Strategic partnerships
(iv)	Participatory and inclusiveness
(v)	Collective decision making
(vi)	Accountability and transparency
(vii)	Innovativeness

1.4. Purpose of the Human Resources Manual

The purpose of this manual is to describe the Human Resources policies, procedures and processes of Africa One Health University Network (AFROHUN).

1.5. Objectives of the Manual

- i. To promote and protect the image and integrity of AFROHUN while upholding its core values
- ii. To maintain a competent and motivated workforce
- iii. To provide relevant Human Resource administrative policies and standard procedures that comply with relevant laws and regulations, that facilitate effective and efficient operations

1.6. Management and Implementation

This manual applies to all members of staff and contains the Organization's Human Resources policies and procedures which affect employment with AFROHUN and as such, these reflect official Organizational practice. It is the responsibility of every AFROHUN employee to understand and abide by the provisions of the Manual. AFROHUN reserves the right to vary these policies from time to time and any changes to them will be notified to all staff individually or collectively in writing.

The overall management and implementation of the Human Resources Manual is the responsibility of AFROHUN management. The Supervisor, unless otherwise stated herein

will be the first point of contact to discuss all matters pertaining to this manual. Should the employee prefer for any reason not to discuss the matter with the supervisor or a manager on a local level, the employee may report up the chain of command through the designated administrative structure. Any such reporting to a higher level shall be seen as a positive and non-threatening action. AFROHUN management will act with utmost discretion when reviewing and acting on reported information that is sensitive. The highest level of resolution in matters related to this manual shall be the Board. Decisions taken by the Board on such matters will always be done in close cooperation with Management and Human Resources.

All the clauses in this manual shall comply with Uganda labour laws and for the respective countries a, the country specific laws shall take precedence.

1.7. Accessibility

The Personnel responsible for Human Resources shall make the manual accessible to all employees of AFROHUN, who shall acknowledge and sign upon receipt of the manual.

1.8. Revision

The manual shall be reviewed triennial or as need arises. Any employee(s) of AFROHUN may communicate in writing to the Personnel responsible for Human Resources the need for revision or addition to any part in the manual. Such recommendations shall be presented to the Board of Directors for consideration and approval.

2.0 HIRING POLICIES

2.1 Recruitment:

The objective of the recruitment policy is to make sure that AFROHUN:

- Employs the most suitable staff to meet the network's staffing requirements.
- Does not practice discrimination or bias in the recruitment process and implements the principle of equal opportunity in the area of recruitment.
- Complies with all the relevant laws and regulations in its recruitment process.

In fulfilling these objectives, AFROHUN's recruitment policy is as stated herein:

- i. AFROHUN shall employ competent staff on a competitive basis to fill vacant positions within the regional and country secretariats, to enable the network achieve its objectives as stipulated in the AFROHUN Memorandum and Articles of Association and Strategic Plan.
- ii. The staffing structure shall be approved by the Board, or its delegated sub-committee, and reviewed as the level of AFROHUN's operations change.
- iii. Job descriptions and the qualifications desired shall be developed by supervisors and kept up-to-date. These will guide the recruitment process.
 - a. The job descriptions shall detail the purpose of the job, reporting relationships, key duties and responsibilities, and key outputs.
 - b. The qualifications shall specify the minimum educational and professional

training, working experience and exposure, and personal attributes required of the job holder.

- iv. AFROHUN shall practice objectivity, transparency and equal opportunity in the recruitment process.
- v. The recruitment process shall be according to the rules and regulations of the country of deployment.

AFROHUN, as a regional network, has a governance structure that has a mix of appointed and directly hired positions. The appointing/hiring authority for each position is therefore as follows:

- The Board of Directors shall be appointed by the Leadership Summit.
- The Regional Program Manager shall be approved by the Board on recommendation of the CEO
- The staff of the Regional Secretariat shall be approved by the Board of Directors or its delegated committee.
- The country management committees shall be automatically constituted consisting of the Deans of the member institutions in the respective countries plus the country managers
- The Country managers shall be endorsed by the Dean of the AFROHUN member institution.

The other staff of the country secretariats shall also be approved by the Country Management Committees.

2.2 Categories of Employment in AFROHUN:

The following are the categories of employment in AFROHUN:

- (i) Full-time Employment: This is full-time employment of a regular nature. Full-time employment normally applies to employees that are scheduled to work during the organization's established normal work week on a regular basis. The normal working hours for AFROHUN shall be 8.00am to 5.00pm from Monday to Friday.
- (ii) Part-time Employment: This involves specified hours of work that the employee is scheduled to work within the established normal work week on a regular basis.
- (iii) Casual/Temporary Employment: Casual employment will be that for the performance of specific activities/tasks and for which payment shall be affected on a piece-meal basis. This shall be permitted essentially as a relief when the workload is deemed too high for the current staff levels to handle effectively. Casual employment shall not last more than Six months.
- (iv) Independent contractors/Consultants: Self-employed persons who perform a service for AFROHUN under an express agreement and who are not subject to AFROHUN's employment policies.
- (v) Interns: students at universities and other tertiary institutions who are enrolled on an academic program or not more than 6 months after graduation. Both local and foreign students will be considered for internship placement.
- (vi) Volunteers: individuals who will be identified and recruited by AFROHUN (Secretariat and Country Offices) to undertake a specified set of assignments/tasks for no salary/payment. Such individuals will provide their services freely. Nationals/locals as well as suitable foreign citizens will be considered for volunteer service.

2.3 Procedures for the Handling of Recruitment

Step 1: Identifying a need to recruit. The designated personnel in AFROHUN may identify a need to recruit more staff, upon a review of:

- the Organizational Operational plan
- the Programs/Project
- the approved Organization chart.
- the respective project(s)'s approved work-plan or modifications thereof, and/or need (workload, and unforeseeable emergencies) the available resources

Step 2: Preparation of a justification, budget and plan for the recruitment as well as providing for the approval of the recruitment action by the responsible Head of department as well a check to ensure that there is indeed a budget allocation, or the budget can appropriately be adjusted, to meet expenses related to the new job/position.

Step 3: Approvals: Regional Program Manager or his/her designated personnel in consultation with the relevant departments will recommend to the CEO for approval of the position.

Step 4: Advertising of Vacancies:

Internal advertising

Opportunities for filling vacant posts shall first be extended to AFROHUN staff through internal advertising for 5 working days.

External advertising (include duration – 2 weeks)

Where internal sourcing is not feasible or where it does not yield satisfactory results, vacant positions shall be advertised in either mass media, websites or other appropriate forums, including the relevant communication channels within the member institutions. AFROHUN may undertake competitive selective recruitment through headhunting where there is justification.

Step 5: Screening and Short Listing of Applicants

A hiring committee delegated by the appointing authority/hiring manager shall be responsible for screening and short-listing applicants to fill vacancies.

All applications received within the stated deadline shall be numbered serially and placed in a file in the order in which they are received. If sufficient job applications have been received by the closing date, then late applications shall not be considered.

2.4 Procedures for Screening and Interviews

Step 1: Initial Screening of Job Applicants

All applications received and filed shall be screened initially by Regional Senior

Administrator and where necessary, technical persons will be co-opted to support the process.. During this first-round screening, all applications shall be split into three categories as follows:

- **Meet all requirements.** These are clearly suitable applicants who meet all requirements contained in the posting.
- **Border-line applicants.** These are the applicants who possess most of the requirements. It is recommended that technical staff and/or to-be supervisors who will be involved in the later stages of the screening process concentrate on these applicants to identify those who could actually be provided an opportunity at an interview or other new-hire selection process, to prove themselves.
- **Not suitable.** The third category will be those who are clearly not suitable as they do not have two or more essential requirements contained in the job posting.

Step 2: Second-round screening of Job Applicants

The Human Resources designated personnel will forward the first and second category of applications to the sub – committee of at least 3 persons, including the person who requested for the filling of the position. The committee will review the applications to ascertain that they indeed meet the requirements and to further isolate from the border-line applicants those who could be provided an opportunity at a skill/ability test or at an interview, to prove themselves.

Step 3: Invitation for Skill/Ability Tests

A few jobs/positions e.g., Driver would be subjected to skills or ability tests. Whenever possible and/or thought desirable, the Person who placed the personnel requisition in conjunction with administration will arrange and administer such tests. The results of such tests will be given heavier weight when carrying out the overall assessment of candidates since there is a higher probability that candidates who perform well at skill/ability tests will also perform well on the job. Where applicable, administration invites candidates for the tests.

The Human Resources Department is accountable for ensuring that all candidates are informed of and invited to the tests early enough to enable all of them to sufficiently prepare for the tests. As a general rule, there will be a time period of at least 3 working days between the time of contacting the candidates and the tests.

Step 4: Invitation for Oral Interviews

Once the candidates to be invited for the oral interviews are determined by the hiring committee, the Human Resources Department will be accountable for inviting the candidates for the oral interviews. A time period of at least 3 working days will be provided between the time of contacting the candidates and the day when the interviews are conducted.

The Human Resources Department and the Regional Senior Administrator will also prepare and distribute interview packs to all the members of the hiring Committee. Included in the Interview Pack will be a schedule of the interviews, summary of candidate's profile and some

proposed questions that are drawn from and are related to the accountabilities of the job/position that is to be filled. The hiring committee led by the hiring manager will come up with the proposed interview questions. As much as possible, the questions proposed will be of a situational nature and should permit the exploration of the candidate's work experiences and competencies.

Step 5: Conduct of Oral Interviews/Reference Check

Upon completion of the interviews, the Hiring Committee shall complete an assessment of all candidates and make a decision as to which candidate(s) the Organization should offer employment. Such offers will be subject to satisfactory written and/or verbal references obtained by the Human Resources Department. It is emphasized that any candidate with a doubtful or negative reference shall not be offered employment in the Organization.

Step 6: Job Offers

Once the Human Resources Department has obtained satisfactory references, it will provide a contract for the signature of the AFROHUN CEO. The successful candidate will then be contacted to collect his/her contract or, using any appropriate means, send the contract to the prospective employee.

Job offers extended by the Organization shall be valid for only 10 working days. Offers not accepted in writing within that time period shall be considered expired/invalid and the offer will be extended to the candidate considered next most suitable also upon getting satisfactory references.

Once the selection process is completed, the Human Resources Department will send-out a standard communication or phone call to the unsuccessful candidates.

AFROHUN shall not discriminate against any candidate based on nationality, ethnic origin, gender, religion or any other cultural or physical factors that are not likely to prevent the candidate from satisfactory work performance.

2.5 Procedure of recruiting of independent contractors/Consultants

In order to achieve its business objectives, AFROHUN may wish to hire and take on consultants from a variety of business backgrounds like strategy consulting and work on projects. When used effectively, Consultants help AFROHUN to achieve its mission by helping to:

- Execute successfully on certain projects.
- Build capacity of staff in certain areas.
- Develop a support group behind the AFROHUN business cause

In execution of their work, consultants shall be expected to build the capacity both by working in teams with allocated AFROHUN staff and by hosting formal training sessions where identified.

At times, the costs of bringing a consultant on board are significant and in addition there is the opportunity cost of the significant time spent by AFROHUN staff in trying to manage the consultant as well as the indirect cost associated with intangible items such as the potential lost relationships and knowledge when the consultant leaves. Consequently, it is important that the value of using a consultant is clearly understood in advance and that there is sufficient budget to cover the expenses in cases where the consultant is not a volunteer consultant.

The objective of the consultants' policy is to ensure that the overall consultant recruiting, contracting, and management is done effectively, leverages AFROHUN staff's time efficiently, and is conducted in accordance with legal and liability requirements.

(i) Guidelines and Procedures

In general, many of the AFROHUN organization Policies apply to the consultants e.g. with respect to Finance, HR, Operation; the most pertinent being the Standards of Conduct Policy; Travel Policies; Harassment; Drug-Free; Media Relations.

(ii) Recruiting a Consultant

An AFROHUN staff member identifies a need for a consultant. The staff member shall submit to the Regional Program Manager, Regional Manager Finance and Admin and the Human Resources Department a strategic analysis via email with the following items;

- Scope of Work: approximately 1-3 pages; must include the following six items
 - Project Background (why are we doing this project, what is the context).
 - Project Objective (what is the goal/desired outcome).
 - Overview of Consultant Role (team structure, scope, key tasks, major deliverables) must include an aspect of the role associated with training of local staff where applicable.
 - Potential impact of the work.
 - Key qualifications required for candidates to be considered.
 - Project logistics (timing/duration, location, what expenses will be reimbursed).
- Budget – must include funding source specific budget items and total; and status of whether budget/project is confirmed.

The Regional Program Manager shall review and sign off his/her approval and share the scope of work through appropriate AFROHUN networks and job sites.

The Regional Program Manager, with the support of the Human Resources Department and the responsible staff who identified the need, filters resumes; contacts shortlisted candidates; conducts interviews to gauge skills/experience fit.

It is recommended that for the shortlisted candidates (1-3) follow up is done (via email or phone calls) with recommendation to conduct due diligence (to confirm quality of work, timelines, delivery, ability to work in AFROHUN's environment, etc.)

The Regional Program Manager shall make a final decision of the candidate and obtain Board

approval where need be.

(iii) Contracting a consultant

The staff that initiated the request will send an email with the offer of the position, copying the Regional Program Manager and Human Resources Department. The consultant will then be followed up with the contracting documentation and an outline of the next steps including a guide to help the consultant prepare for arrival and to decrease the amount of time AFROHUN staff have to spend answering consultant questions.

The staff directly in charge of working with the consultant shall ensure that AFROHUN gains maximum benefit from their experience.

(iv) Responding to Individual Consultant Inquiries

In the event that there are inquiries received from consultants, including volunteer consultants, if the AFROHUN staff receiving the contact has a particular role especially for a volunteer consultant, the staff through the Regional Program Manager can speak directly to the volunteer consultant about the role. Volunteer consultants can also be directed to the AFROHUN website.

(v) Responding to Consultant Inquiries from an Organization

Sometimes organizations (NGOs, corporations or universities) may contact AFROHUN regarding interest in their group volunteering with AFROHUN. The person receiving contact should put the organization in touch with AFROHUN management or designated personnel who will help to evaluate the overall benefit to AFROHUN of partnering with this organization (e.g., in terms of longer-term relationship opportunities) and the specific requirements/benefits of the request. AFROHUN management will focus on getting a better understanding of what to expect from the volunteers and what they expect from AFROHUN and the overall benefits/impact for AFROHUN relative to the direct and indirect costs.

If the person receiving contact has a particular role for the group of volunteer consultants, then the AFROHUN staff shall inform the Regional Program Manager. For any organization partnerships, staff should also inform the AFROHUN Head Grants and Resource Mobilization.

2.6 Terms of Employment

- (i) All AFROHUN staff shall be appointed on contract terms renewable depending on staff performance, continued need for the position, and availability of funds.
- (ii) All new staff of AFROHUN shall go through a comprehensive orientation program before they become actively involved in their work.

The objectives of this policy is to enable the staff to:

- Be acquainted with the mission, vision, values, objectives, programs, activities and work culture of AFROHUN;

- Appreciate their role and responsibilities in relation to roles and responsibilities of
 - other positions in AFROHUN
 - Become familiarized with the activities of the members and partners and their roles in AFROHUN
- (iii) All new full time staff shall undergo a probation period of at least three months as stated in their letters of appointment. No probation shall exceed six (6) months and no employee may undergo probation more than twice.

The objectives of the probation period are to give:

- AFROHUN the opportunity to evaluate the performance of the new staff and assess his/ her suitability for the job
 - The new staff an opportunity to evaluate the employment relationship and working environment and decide whether or not to continue working for AFROHUN
- (iv) The immediate supervisor of the employee on probation will issue an evaluation report to the designated personnel in charge of Human Resources at the end of the probationary period with recommendation to confirm the employee or otherwise. The evaluation report will be discussed with AFROHUN management and a decision made to confirm, extend the probation or terminate the services of the employee. An evaluation report may be raised and reviewed before the end of the probation period.
- (v) If, during the probationary period either AFROHUN or the new staff is dissatisfied with the employment relationship, either party may terminate the contract of service by giving a written formal notice of fourteen (14) days, or by payment of fourteen (14) days in lieu of notice.

2.7 Staff Separation

AFROHUN acknowledges that staff may terminate their contracts for different reasons. AFROHUN may also terminate the contracts of its staff on various grounds. It is the policy of AFROHUN to ensure that separation from service is managed to the satisfaction of both parties within the provisions of AFROHUN Policy and the relevant labor laws.

In principle, all separation shall be accepted except where there is pending disciplinary action or if the services of the staff are still required especially to serve the required notice period, during which time arrangements shall be made for a replacement.

AFROHUN shall ensure that any staff separation:

- Is well managed and has minimum interruption to the day-to-day running of the organization.
- Does not tarnish, but maintains the corporate and professional image of AFROHUN.
- Proper hand-over takes place in all cases with the exception of separation due to death or incapacitating illness

a) Resignation

Resignation: Is the cessation of an employment contract before the stipulated date of expiry of the Contract when such cessation is initiated by the employee.

The objective of AFROHUN's Policy on Resignation is to ensure that there is a smooth exit of an employee who resigns from the service of AFROHUN such that the AFROHUN's work/ programs are not disrupted. It is a policy of AFROHUN that where an employee resigns from service, such separation is smooth and does not disrupt work.

Procedure for Resignation from the Service of AFROHUN:

- i. The employee writes a letter of resignation and sends it to their respective supervisor with a copy to the personnel designated to handle Human Resources.
- ii. The personnel designated to handle Human Resources will convene a meeting to establish the reasons behind resignation and process a letter accepting resignation with calculated terminal benefits where applicable.
- iii. On receipt of an acceptance letter, the employee commences hand-over and clearance process.
- iv. The supervisor of the employee ensures all AFROHUN property is returned.
- v. Any payments due to the existing employee are affected as last and final settlement less any indebtedness to AFROHUN.
- vi. N.B: No staff shall be paid if not fully cleared with AFROHUN. Exiting employees will be allowed to finalize with clearance within a period of one month from the last day of work before payment can be effected.
- vii. An exit interview shall be conducted and documented by the designated Human Resources personnel.
- viii. Banks shall be notified by the personnel designated to handle Human Resources in cases where the exiting employee has taken a bank loan, is an agent to the bank.

General Guidelines on Resignation:

- Resignation shall be in writing, by way of a letter of resignation written and forwarded by the employee to the supervisor and designated personnel to handle
- Upon resignation, the employee shall be entitled to and will be paid:
 - For all days worked up-to and including the last day of service.
 - Any applicable allowances not yet paid to the employee, and
 - Any applicable payments due.
- Such payments will be effected less any indebtedness that the employee may have with AFROHUN and less any tax obligations. In cases where the existing employee was recommended for a bank loan, the bank shall be notified of the employee's

resignation so that the bank follows up the employee to service the outstanding loan balance.

- The last and final payment will be effected only after the employee has returned all AFROHUN property which was in his/her possession (such as identity cards, health insurance cards where applicable, mobile phone, keys, laptop, passwords, etc). The exiting employee will be given one month to clear after his/her last day at AFROHUN before paying his/her terminal benefits (if at all).
- An employee who resigns from the AFROHUN shall be requested to clear any backlog of work and to prepare a handover report and forward to his/her immediate supervisor or AFROHUN management. Such a hand-over report will include a detail on pending work priorities.

b) Termination

Termination: Cessation of an employment relationship before the expiry date of the Employment Contract where the cessation is initiated by AFROHUN.

The key objective of AFROHUN Policy on Termination is to ensure that staff numbers are aligned to the requirements/level of AFROHUN's operations and/or its funding. Therefore, notwithstanding good performance and/or satisfactory conduct of any staff member, AFROHUN may re-engineer its operations and/or funding for its activities may be substantially reduced. Where these, or similar occurrences happen, AFROHUN may let go some or all its employees.

The second objective of AFROHUN Policy on Termination is to ensure that staff who, in spite of improvements in systems and processes for getting their work done, but are still unable to show satisfactory performance and/or conduct, are let go from the employment of AFROHUN.

- (i) It is a policy of AFROHUN, not to penalize staff for unsatisfactory performance where such can be accounted for by inappropriate work systems/processes. To this end, supervisors together with their team members will regularly evaluate/review systems and processes of work and, upon these; identify and, where possible, remove barriers to heightened employee performance.
- (ii) In circumstances where a staff member consistently falls short of requirements (in terms of either performance or conduct), in spite of improvements in the work systems/processes, counseling, coaching, an employee performance improvement plan and documented failure to improve despite management interventions such a staff member may have his/her services with AFROHUN terminated.
- (iii) Good performance and satisfactory conduct notwithstanding, it may occur, that funding to AFROHUN, or similar significant occurrence, is so substantially reduced as to compel AFROHUN to reduce staff numbers. Where this occurs, services of

some or all employees may be terminated.

Procedure for Terminating Employment of an Employee by AFROHUN:

- (i) Throughout the year, and in-line with AFROHUN's goals/performance, supervisors shall monitor performance and conduct of staff under them and provide assistance to staff where needed through coaching, mentoring, training and similar staff/Human Resources development activity. In-keeping with AFROHUN systems approach to supervision/management, supervisors are encouraged and urged to evaluate/review systems and processes at work whenever they engage their staff in performance-improvement discussions as the systems and processes may indeed be the barriers to the employee's better performance.
- (ii) Through a process of these collaborative and on-going system/performance improvements, supervisors while meeting their staff will, in addition:
 - Identify barriers that they should remove/help remove for more effective performance and
 - Set goals for the employee to attain during the next quarter /year.

This collaborative and on-going system/performance improvement process will form a basis for the Accountability Roadmap by which less subjective judgments regarding the employee performance during the previous year will be made and more comprehensively documented, and during which performance for the next quarter/period and other performance-related expectations are jointly considered.

Should it occur, anywhere along the cycle that the employee's performance and conduct consistently fell short of expectations/targets; the supervisor will recommend to the designated personnel handling Human Resources and AFROHUN management that the employee's services with AFROHUN be terminated. It may also occur that, despite good performance on the job, AFROHUN re-engineers/restructures its operations or funding to AFROHUN is so substantially reduced as to compel it to reduce the level of operations/staff numbers. Where this occurs, AFROHUN Management Team may determine staff whose services should be terminated.

- (iii) Any payment is effected after hand-over. This payment may be effected in lieu of notice.

General Guidelines for Termination of Employment :

- Termination shall be in writing.
- Reasons for termination will always be provided in the letter of notice of termination of employment, which reasons must be well established and documented.
- Upon termination, the employee shall be entitled to payment:
 - For all days worked up-to and including the last day of service. This includes overtime pay, where applicable.
 - Any applicable allowances not yet paid to the employee, and
 - Any applicable terminal payments.
- Such payments will be paid less any indebtedness that the employee may have with

AFROHUN and less any tax obligations. Due regard will be taken of obligations such as bank loans should AFROHUN have been involved in assisting the employee in obtaining the loan.

- The last and final payment will be effected only after the employee has returned all AFROHUN property which was in his/her possession. The employee will be allowed to clear within a period of not more than one month from the last day of work.
- An employee whose employment with AFROHUN is terminated may be requested to clear any backlog of work and to prepare a handover report and forward it to his/her immediate supervisor or AFROHUN management. Such a hand-over report will include a detail on pending work priorities .

3.0 SALARIES AND WORKING HOURS

3.1 Salaries

- (i) AFROHUN shall endeavor to pay competitive salaries in order to attract, motivate and retain competent staff.
- (ii) The salary structure shall be determined by the Board. The various staff positions shall be graded on the basis of the required qualifications and experience, and the level of responsibilities. The job grading shall form the basis for the placement of the respective staff on the salary structure.
- (iii) Staff will be required to fill out timesheets recording the hours worked by the staff member which will be verified.
- (iv) AFROHUN shall pay to its contract staff on the 3rd day of next month. All salaries shall be paid through bank transfer or by cheque based on an approved payroll. Staff Salaries shall be reviewed at least once annually where possible. A salary increase in one year does not guarantee another increase in subsequent years. The salary increment shall depend on the member of staff's work performance reflected in the annual appraisal reports. Staff may also receive other merit salary increases at any other time of the year if promoted, given additional responsibility or for any other reason as the management may deem necessary.
- (v) All emoluments including salaries, benefits, bonuses, allowances, unless otherwise specifically stated in a letter of appointment or supplementary letter shall be subject to mandatory taxes and statutory deductions as required by the laws of the specific country from time to time.
- (vi) If there are any changes in personal circumstances that may affect personal tax status, concerned staff should promptly notify the salary section and any other relevant officers in the organization.

3.2 Working Hours

The Policy on Working Hours is to regulate employee attendance to duty and ensure that the Organization gets expected input from staff based on their pay. It is a policy of the Organization that staff put-in work for the allocated time in exchange for the scheduled pay.

- (i) The working days for full time staff of AFROHUN shall be Monday to Friday of every week. Every employee shall receive in writing specifications of his/her working times if they differ from the standard times stated below. He/she will be notified whether they are entitled to overtime or any other allowances. Where no such written correspondence is available it shall be taken that the employee has no entitlement. Staff may be asked to

work extra hours if the workload demands. The Organization may opt to grant time off in lieu of the overtime worked. Staff positions which qualify to claim overtime for any additional time worked shall be advised in writing.

- (ii) The official working hours of AFROHUN shall be from 8.00 am to 5.00 pm with a lunch break of 1 hour from except where the laws of the country of location determine another requirement which shall then take precedence.

3.3 Attendance Policy

All full-time staff are required to be on duty every working day. Part time staff and other staff categories shall be required to be on duty for the scheduled and allocated time as per their appointment. Prior permission for absence from duty shall be sought from the immediate supervisor. In cases where this may not be possible, absence from duty shall be reported to the respective supervisor before 8.30 am the same day. Going out of the office without permission shall warrant disciplinary action (see section 5.11)

3.4 Timesheet Policy

Purpose

The purpose of this policy is to provide time reporting requirements for all employees of AFROHUN.

General Information

A “work hour” is any hour of the day that is worked and should be recorded to the nearest tenth of an hour.

The “workday” is defined as eight (8) hours of work between 8:00 a.m. and 5:00 pm. Employees may also be assigned to alternative schedules to include flextime or compressed workweeks with the authorization of their managers.

The “workweek” covers five consecutive days beginning on Monday at 8:00 AM and ending on Friday at 05:00 PM. Alternative workweeks may be established for specific projects or departmental needs with the authorization of the Chief Executive Officer (CEO). The usual workweek period is 40 hours.

The system used by AFROHUN for inputting time sheets is online and is called “TIMESHEETS.COM”

Policy

Employees will fill their time records weekly for the actual hours worked on a particular project. Where an employee works on more than one project the actual hours worked on the different project shall be filled in considering the maximum hours allocable to that project. Overtime worked on a project shall not be remunerated by AFROHUN. However, time spent on leave days and public holidays (see section 4.2) shall be fully paid.

Timesheets must show all hours worked with project names and the staff payroll codes including leave time. Hours worked on non-project specific related activities shall be recorded under indirect labor and shall not be charged from the project.

AFROHUN defines indirect labor as hours worked on activities which do not involve the project activities and do not directly benefit the project objectives and goals. For example, security guards, drivers, janitors, proposal writing expenses which are not funded by the donor etc. Where the donor does not directly pay for such costs, AFROHUN shall record hours worked under indirect labor in the system and pay them from the unrestricted funds.

Procedures

- Once a new employee joins AFROHUN, the Head Operations/HR sends an email with the new employee information to the Head finance to create a payroll code in QuickBooks. The Head finance will share the payroll code with Head IT to add him/her in the AFROHUN email and timesheet system.
- The email should include the employee's full names, position, salary, duration, Level of effort and projects to work on.
- Once the new employee has been set up in the system, he/she is orientated on the timesheet system by the Head IT as part of the staff orientation program (see sec. 2.6 (ii)) and provided with the log in credentials.
- On a weekly basis, the employee enters actual time worked manually after selecting the project being worked on.
- The system limits daily time entries to a maximum of 8 hours per day and does not accept future entries.
- On the last working day of the month, the staff submits the timesheet to the supervisor and the system automatically alerts the supervisor for approval.
- If the employee needs to edit the time entry after submission, a notification is sent to the supervisor requesting for edit and the reason for editing before re-submitting for approval.
- Once all the timesheets have been approved by the supervisors, the Head Operations / HR generates the project time reports from the system.
- The Head operations/HR reconciles the actual hours worked with the cost per hour per month before submitting the report to Head Finance.
- The Head Finance reviews the reconciled report in excel and uses it to prepare the payroll. Actual costs payable per project are input in the payroll and reviewed by the Regional Manager Finance and Administration.
- The payroll payment will then follow the AFROHUN payment procedures as described in the finance manual section 4.2.

Employee responsibilities

Each employee must:

- Ensure that accurate daily record on his or her time of hours worked are recorded with the correct project codes. All absences from work schedules should be appropriately recorded and coded appropriately.
- Sign and submit the completed time record in electronic form to the supervisor latest by 12:00 noon EAT or 10:00 am CAT or 9:00 am WAT on the last working day of the month.

All supervisors must approve time sheets submitted on the last working.

Head Operations / Human Resources shall ensure that all employees have submitted their timesheet and follow up with the missing ones and any corrections that may arise before running the report.

Maximum hours paid to staff per project shall be guided by the Level of effort budgeted for in approved workplan and budget for the period.

Enforcement

Employees who constantly fail to submit their timesheet on time with no reason shall have their salaries withheld until the timesheet requirement has been fulfilled and such salaries shall be paid in the following month.

3.5 Teleworking policy

Preamble:

AFROHUN is an international network whose work requires travel and working outside one's primary workstation, but also calls for interaction across member institutions and partners within a country and across countries. It is important that AFROHUN creates a favorable environment with clear guidelines that recognize remote working and support staff when circumstances call for it. Having a telework policy in place will allow for staff to remain accountable and productive under circumstances that require them to work outside their primary workstations.

Telework also allows for increased productivity through quiet time, an opportunity for uninterrupted projects, reduced energy consumption, and the feeling of empowerment and control of their work by employees.

The following guidelines are presented to assist in developing employee telework arrangements that are equitable, clearly understood, and to the mutual benefit of the network/department and employee. Employees and supervisors are expected to follow these principles in managing telework arrangements.

Definition

Telework is an arrangement where employees work off-station performing tasks they would ordinarily execute at their designated workstation for a specified time.

Telework may be regularly scheduled and ongoing, or short term in response to an event such as, situational workplace closures, the need for uninterrupted time for maximum concentration or other circumstances that may call for staff to work outside their designated workstations.

Short term telework could also be in response to an emergency, in this case calling for a special agreement with one's direct supervisor.

Nature of Work

- The work should involve clearly defined tasks and well understood outcomes. The focus in telework arrangements must be on measurable results. The supervisor/department head shall communicate in advance what assignments are appropriate to be performed at the telework site.
- Tasks that entail working alone or in small groups are often suitable for telework such as writing, concepting, etc.
- Tasks that require physical presence or constant interaction with clients and coworkers to perform effectively are normally not suitable for telework.
- The employee shall be available to travel when their work requires, including to the primary workstation when necessary, regardless of the telework schedule.
- Telework by the employee should not negatively affect the workload or productivity of coworkers either by shifting burdens or creating delays and additional steps in the workflow. The supervisor/department head should ensure that other employees in the unit/department understand how and why each Telework Arrangement functions.

Request and Approval

Scheduled telework as a regular schedule, the employee initiates a request to telework by submitting a proposal/form to their supervisor.

- Telework Arrangement Form/Proposal (See Appendix B)

Supervisors and department heads have the authority to approve Telework requests

The supervisor/department head reserves the right to immediately suspend the arrangement in case of unanticipated circumstances regarding employee performance or operational needs.

If the employee and supervisor/department head agree to a telework arrangement, they must complete the Telework Arrangement Form. Arrangements shall be time-specific with a date for review and reconsideration. Modifications and/or renewals shall be appropriately documented. The original telework arrangement form shall be maintained in the employee's personnel file, with copies for the employee and supervisor/department head.

Short term telework approval process

For the short term, the employee will seek approval from their immediate supervisor via email and this approval will be submitted by the supervisor to Head- Operations and copy to Regional Manager, Finance and Admin.

The approval will include the following; clearly defined tasks to be completed while teleworking, deliverables from said tasks and duration of the teleworking period.

Responsibilities

- For regularly scheduled telework, the employee and supervisor/department head shall complete the Telework Arrangement Form. Changes in work schedule and/or remote worksite shall not be made without prior discussion and a revision to the agreement.
- The supervisor/department head/employee shall maintain open communication, ensure that the employee's hours of work do not fall below the normal workweek hours, and discuss with the employee any concerns as they arise.

Technological Considerations

For any special technical needs, contact the Head- IT for options/solutions of working remotely. For access to collaborative workspaces like intranet, it is recommended that staff contact the Head - IT for specifics. Employees are encouraged to consult Head- IT on how to safeguard one's work while teleworking especially online. Some units may have special circumstances and policies prohibiting the use of select tools.

Additional Considerations

Issues that may prevent granting a request for telework include operational needs, staffing patterns, space considerations, and health and safety.

The employee must be willing and able to forego telework and work at the primary worksite as requested by the supervisor/department head for operational needs.

In the event that more employees request telework arrangements than a unit/department can reasonably manage, the supervisor/department head shall respond to requests that are consistent with these guidelines in ways that are equitable to all employees and in the best interest of the network.

4.0 BENEFITS

AFROHUN is committed to providing a favorable working environment for its staff so that they can be productive and develop as individuals. AFROHUN shall therefore provide the following benefits and allowances. Indication shall always be provided in the staff appointment letter which benefits the staff is entitled to during their term of employment with AFROHUN.

- Workers Compensation Insurance/Insurance against accidents and injury related to work
- Annual, Holiday and Sick Leave
- Maternity and Paternity Leave
- Compassionate Leave
- Christmas Leave
- Study leave
- Leave without pay

- National Social Security Fund
- Death Benefit
- Other Benefits as may be determined from time to time

Where the national labour laws of the country of location mandates, some additional benefits not provided on this list may be provided

4.1 Workers Compensation Insurance/Insurance against accidents and injury related to work.

AFROHUN shall take up Workers Compensation Insurance for staff in accordance with the laws of the country of location.

All full time employees of AFROHUN shall be insured and provided benefits in the event of a job-related injury or illness, bodily injury or named disease to an employee whilst on duty or whilst traveling **DIRECTLY to or from work**. It does not cover the employees whilst not on official duty.

Where the budget allows, AFROHUN Management may determine and choose to extend this benefit by combining Workers Compensation with Group Personal Accident which is a 24-hour cover. GPA is purely an accident cover.

4.2 Leave

(i) Annual Leave

Definition: Annual leave is regarded as a period during which a member of staff is allowed to stay away from work and rest. AFROHUN shall therefore encourage all staff to take their full leave annually.

Application: New hires shall be entitled to leave only after continuous service of a minimum of three (3) months.

Full time staff shall be entitled at a minimum 22 working days leave per 12 months of service. Weekends and gazetted public holidays shall be excluded. AFROHUN is a regional network and therefore will maintain compliance with local labor laws.

- a) Staff shall be expected to plan leave with their immediate supervisor at the beginning of each calendar year.

Application for annual leave shall be made by filling the leave form (Appendix B) in duplicate two (2) weeks in advance of the intended date of leave and approved by the immediate supervisor. Annual leave shall not be considered approved until the required authorization is obtained.

- b) Annual leave not taken in any one year shall not be carried forward to the next year except with the authority of the immediate supervisor. The maximum number of days that can be carried forward shall be ten working days and these must be used by 31st March of the next year.

- c) Prior to taking leave, staff shall prepare a list of outstanding tasks or issues and the likely action to be taken during their absence. The immediate supervisor shall plan for coverage to shoulder the responsibilities of the staff proceeding on leave.
- d) Staff shall be expected to resume work at the expiry date of the leave. Failure to do so shall be taken as being absent from duty without permission. On returning to work, the staff shall receive an update from the staff who was handling his/her tasks. All issues shall be documented.

(ii) Holiday Leave -

AFROHUN shall observe all public holidays as gazetted by the laws of the respective countries where the staff are deployed.

(iii) Sick Leave

Sick leave may be taken on account of illness, injury, pregnancy of a staff member or sickness in the family. All staff are entitled to sick leave in accordance with the current labor laws in the respective country of operation.

Full time staff shall be entitled to a minimum of 30 working days sick leave per 12 months of service.

- a) AFROHUN staff that may be unable to report to work due to illness, injury or hospitalization, sickness in the family shall be entitled to sick leave;
- b) The staff must inform their supervisor of their absence;
- c) For absences of two (2) or more days, the staff MUST provide a written recommendation from a licensed Medical Practitioner to his/her Supervisor. The recommendation shall certify the staff's inability to work and the duration he/she shall be absent.
- d) The sick member of staff shall be granted initial sick leave with full pay and all other benefits up to a period of one month or as required by the labor laws of the respective country of operation.
- e) If the member of staff continues to be sick, at the end of the first month, (s)he shall be granted additional sick leave of a second month with pay and all other benefits
- f) During the sick leave, the job position of the staff shall be retained
- g) If at the end of the second month the member of staff continues to be sick, (s)he shall be granted additional sick leave of a third month with half pay and the fourth month with no pay or as required by the laws of the respective country of operation.
- h) If at the end of the third month the member of staff is still unable to attend to duty owing to illness, the appointing authority shall refer the case for discussion to the Board before termination of his/her contract of service on medical grounds on recommendation of an approved medical practitioner or as required by the laws of the respective country of operation.

(iv) Maternity and Paternity Leave

- a) Maternity leave shall be granted to female staff as a result of pregnancy in accordance

with the laws of the particular country where the staff is deployed on full pay. This leave may be applied for by the concerned staff two (2) weeks before the expected date of delivery or with effect from the day of delivery and approved by the immediate supervisor. Any other days absent prior to the two weeks shall be regarded as sick leave or annual leave depending on the staff's condition. The positions of female staff on maternity leave shall remain available for them on return

- b) Paternity Leave - A male staff shall, immediately after his spouse has delivered their baby or had a miscarriage, be granted paid leave from work of a minimum of four (4) working days, or greater, if defined in the local labor laws. The spouse must be the one registered with AFROHUN.

(v) Compassionate Leave –

The Immediate supervisor may grant special leave of absence on compassionate grounds up to ten (10) working days in a calendar year to a member of staff faced with personal challenging circumstances such as, death of a close relative that demands being away from work. The immediate supervisor shall use his/her discretion to determine the need for such leave.

(vii) Study Leave – An employee who proceeds for an organization funded study will be granted study leave for the period during which she/he is studying but may be required to work during free times. On completion for the period of study the employee will revert to her/his previous job or may be assigned any other equivalent or higher job.

Where employee total cost during Training is in excess of \$3,000 funded by the organization, the benefiting staff shall be required to sign a bond to serve the organization for a specified period of time after training. The bonding period shall be determined and recommended by AFROHUN management. An employee who is on bond but wishes to terminate service will apply to AFROHUN management to be released from the bond. Subject to the employee refunding the training costs prorated over the unexpired period of the bond, AFROHUN management may at its discretion grant the release on such terms and conditions as it will define.

(viii) Leave without pay

Leave without pay may be granted to a permanent or probationary full- or part-time employee for various reasons, including family and medical leave, extended educational purposes, vacation, worker's compensation, or personal reasons. You must deplete your accrued time off before taking unpaid time off during a leave of absence without pay

4.3 National Social Security Fund (NSSF)

NSSF is a National Saving Scheme for workers established in different countries by law. This scheme provides benefits to cover such contingencies as Old Age, Invalidity, death etc. AFROHUN will contribute the required percentage by law of a staff's gross per month and the required percentage shall be deducted from the staff's gross per month to remit a total of the two percentages onto the staff's account with NSSF.

4.4 Medical Support:

AFROHUN shall take up medical insurance cover for all full time staff and four (4) dependents for each staff with a scheme approved by the Board. For the purpose of this Policy, dependant means either a spouse, biological or legally adopted child or a parent, biological siblings.

4.5 Support in the case of Death:

In the event of death of AFROHUN staff or dependant, AFROHUN shall contribute towards the funeral expenses up to \$1,500. For the purpose of this Policy, dependents shall be limited to two during five years of service of a staff member's employment with the AFROHUN. For the purpose of this Policy, dependant means either a spouse, biological or legally adopted child or a parent.

General Procedure for Handling of Death of a Staff Member or Dependant.

Administration or the HR Department shall be notified of such death, as soon as possible. As much as circumstances permit, documentary evidence (e.g., a copy of a death certificate), may accompany any notification.

Where possible at the discretion of management, transport shall be provided to staff to go and attend burial if available.

4.6 Other Benefits

i) End of Service - AFROHUN staff shall be entitled to the following end-of-service benefits:

- a) Any unpaid salary earned up to the date of termination.
- b) If AFROHUN terminates the contract, severance per national labor laws of the country where the staff member is employed.

ii) Relocation – On a case by case basis, AFROHUN may meet relocation costs (details for which are as provided below) but spelled out in the letter of appointment.

Foreign national employees may be reimbursed for moving expenses under the following circumstances: The employee has incurred costs linked to employee and/or dependent relocation. Such costs can include travel, shipping of household effects, or storage of such effects prior to relocation. Relocation costs will be reimbursed based on provision of sufficient documentation showing costs incurred in order to justify reimbursement.

Reimbursement is subject to the AFROHUN management's approval and shall be granted on a negotiated, case-by-case basis, prior to the relocation.

The relocation costs will only cover the employee, his/her spouse and four dependents, and pay for luggage not exceeding 1500 kgs.

The same considerations will apply when the employee is returning home at the expiry of the contract.

Where an incumbent employee is required by the organization to transfer to a different location within/without the country, on a basis that requires their relocation from an existing location of employment to another, that employee shall be entitled to a settling –in allowance of 100% of one month’s basic salary.

When the transfer is first effected, the organization shall pay for accommodation at the prevailing out of station accommodation rate for up to one (1) month whilst the employee finds suitable accommodation. This period may be extended for up to two (2) months in total with the approval of the Chief Executive Officer. In no circumstances will per diem allowances be paid to the employee in this situation.

On moving, the employee shall be entitled to transport for him/her, their registered dependents and personal effects to the location of their residence in the new location in which they are employed. The provision of this benefit is at the discretion of management who shall select the carrier of both the people and effects to be transported. However, should the employee decide to leave their registered dependents at the original location, these registered dependents shall not qualify for transport to the new location.

iii) Acting Allowance.

This shall be an allowance that AFROHUN shall pay to staff, for a specific period of time, where an employee is appointed to take up tasks and responsibilities of a higher position than his/her own when the position is vacant. An acting appointment shall range between one and six months. Acting allowance shall only be paid when the position in which the member of staff is appointed to act carries a higher salary than the acting staff’s substantive salary. The amount paid shall be the difference between the staff’s substantive salary and the salary of the position to which s/he is appointed to act. The Acting allowance shall be added to the staff’s monthly salary and shall be taxed.

An employee appointed to act in a higher position will be considered to have an opportunity to prove themselves for appointment in that capacity. The appointment should not exceed six months and will not apply to staff relieving others proceeding on Annual leave or any other short period of time. Periods of acting capacity shall not qualify the employee for any other element of remuneration or benefit that may apply in the higher grade in which they are covering.

Staff who consistently show good performance stand chances of promotion to higher-level jobs/positions upon which they will benefit from adjustment of salary upon promotion to the applicable salary grade. Prior to promoting such staff may have been asked to act in a higher-level role than the ones to which they are. When this happens and the staff member is requested to act for a period in excess of 30 calendar days, such staff will be entitled to a one-off Acting-up Bonus of up to one-half of the difference in salary of the staff substantively holding the higher-level job and the employee’s.

The employee will be informed in writing that they are being placed on a period of probation whilst acting in a vacant post in a higher grade due to absence or with a view to promotion to that job.

iv) Salary loans

- a) AFROHUN may assist employees to access salary loans from financial institutions on terms and conditions as agreed upon between AFROHUN and the Financial Institutions.
- b) AFROHUN may recommend employees to obtain loans against their salary from financial institutions on terms and conditions mutually agreed upon between those institutions and in line with other AFROHUN regulations.
- c) AFROHUN shall only recommend and **not act as a guarantor** for salary loans.

5.0 WORKPLACE CODE OF CONDUCT POLICIES AND PROCEDURES

5.1 Code of Conduct

AFROHUN staff shall be expected to conduct themselves in a manner acceptable to AFROHUN as an organization, and to the society that AFROHUN serves. Basic courtesy and respect for fellow employees and other members of the AFROHUN team as well as external clients, subcontractors, partner agencies, etc. is expected of everyone. Therefore, the following are general guidelines on office regulations:

- (i) The Office telephones must be staffed at all times. It is the responsibility of the Administrator to assign a replacement should he/she be away from his/her desk for an extended period (e.g. lunch break).
- (ii) Guests to AFROHUN offices should be attended to promptly. Should the receptionist be engaged, it is the responsibility of any other AFROHUN staff to extend the necessary assistance.
- (iii) Confidentiality of proprietary and sensitive information is an important business protocol. Employees are expected to exercise good judgment and to refrain from discussing sensitive issues, including salaries and contract values, personal data etc. as per the Confidentiality Agreement signed. This expectation covers conversations held both inside and outside the office.
- (iv) Everyone will be most productive and satisfied when they are consistently treated with respect by both senior and junior staff. Abusive, obscene, or threatening language or gestures, sexual advances / sexual harassment, fighting, violence, gossiping, discourtesy, or rudeness in dealing with fellow employees or clients will not be tolerated.
- (v) Drinking alcohol and drug abuse are not permitted on the office premises at any time.
- (vi) AFROHUN is a **SMOKE FREE** environment.
- (vii) A clean and sanitary office environment is expected on all AFROHUN premises.
- (viii) An employee shall always comply with the relevant laws of the respective countries AFROHUN is operating in.
- (ix) An employee shall not commit AFROHUN unless with express authority of the AFROHUN CEO or Regional Program Manager.
- (x) Neat and decent personal appearance shall be always expected of each employee.
- (xi) Managers and supervisors shall always exercise restraint and fairness in the treatment of employees under them.
- (xii) AFROHUN shall exercise zero tolerance to insubordination exhibited by an employee.
- (xiii) Carrying of life-threatening weapons is prohibited at AFROHUN offices.

(xiv) In the event of the need for whistle blowing, the whistleblower shall be protected.

5.2 Bribes/Gifts to or from Clients

AFROHUN is a corruption free environment. AFROHUN shall have zero tolerance towards corruption, fraud, discrimination and abuse of office. Staff shall not solicit or accept bribes or gifts in kind from any person for rendering AFROHUN services.

Staff shall not accept and must not give cash, gifts or favors from/to any person or organization with which the organization has or may have a business connection. Traditional gifts or favors of nominal value not exceeding \$40 e.g. diaries and calendars may be accepted but if of material value and exceeds \$40, then it should be declared to the Regional Program Manager.

Trade gifts outside ordinary promotional materials may only be given with the authorization of the Regional Program Manager.

All staff must strictly adhere to these requirements. Failure to do so will result in disciplinary action.

All gifts, to or from AFROHUN employees, will be recorded in a gift register.

5.3 Confidentiality

All staff shall maintain confidentiality of all proprietary information accessed during their employment with AFROHUN. Permission to disclose any information when required shall be sought from the Regional Program Manager or his/her delegated authority. The organization shall regard any breach of the provisions of this clause during or after employment as Gross Misconduct and disciplinary action and/or legal proceedings may be taken. Every AFROHUN employee shall be required to sign a confidentiality agreement annually.

5.4 No Harassment at Work

AFROHUN defines Harassment as words, gestures or actions that annoy, alarm, or abuse another staff member or create an intimidating, hostile or offensive work environment. Harassment shall also include sexual harassment such as unwelcome sexual advances, requests for sexual favours, and any other verbal or physical conduct of a sexual nature.

Sexual harassment in this context refers to unwanted persistent sexual demands from another. It also includes irresponsible sexist behavior e.g. use of obscene language intended to embarrass another, unwanted body contacts and violation of individual privacy and the like. Such behavior is prohibited and amounts to gross misconduct.

Whenever any staff suffers or witnesses sexual harassment, please provide information to the immediate Supervisor, Human Resources or the Regional Program Manager for immediate intervention.

AFROHUN shall not accept such behaviour and if proven, such behaviour shall attract

disciplinary action as specified in this manual.

Procedure to Follow in Handling Harassment at AFROHUN:

- i. At the time of joining AFROHUN, and as part of the orientation process, attention of new hires is drawn to the organization’s policy on harassment.
- ii. Any employee who feels that he/she is being harassed must report the matter immediately to a supervisor or peer or Human Resources with whom he/she is comfortable reporting such matter to.
- iii. The supervisor will conduct an impartial investigation with persons involved or those who might have observed the allegations. Assistance of administration may be sought if the employee is comfortable with having the matter escalated to Human Resources.
- iv. The supervisor shall then take action which may include:
 - Counseling
 - Verbal reprimand/warning
 - Referral of the matter to Human Resources or Management for disciplinary actions like reprimand, written warning, re-assignment, transfer and suspension.
- v. The supervisor continues to monitor the offender to assure no repeat of similar conduct.

General Guidelines for Handling Matters of Harassment at the Organization

- An allegation of harassment must be reported promptly. Prompt reporting enables an early intervention before the conduct/action or behavior becomes severe.
- There shall be no retaliatory action against employees who report cases of harassment. However, those who advance allegations/reports that are false or those that are done in bad faith, shall be penalized.
- The principles of natural justice shall be followed in investigating and making decisions on matters of harassment.

5.5 Conflict of Interest.

AFROHUN staff shall not, except with written consent from the Regional Program Manager, directly or indirectly engage in any activity that is in conflict with AFROHUN’s activities, or compromises the staff ’s objectivity in carrying out his/her responsibilities in AFROHUN.

The objective of AFROHUN Policy on Conflict of Interest is to promote fair, bias-free and objective decision-making in the running of affairs of the Organization. It is a policy of the Organization that all staff declare to Management situations in which they might be involved in a conflict of interest.

A conflict of interest will be understood in AFROHUN to mean a situation when an employee (usually in a managerial/decision-making position/role) is faced with competing financial, professional or personal obligations or interests which interfere with the

employee's ability to arrive at a decision or to take an action which is fair, bias-free and objective. An example of this is having to be on a Hiring Committee that interviews candidates one of whom is a relative or an associate. Another example is evaluating potential suppliers in which a staff member holds shares or any other interest in one of the companies.

Guidelines for Handling Matters of Conflict of Interest in AFROHUN:

- All staff are expected to use good judgment to abide by high ethical standards and to avoid situations, potential or actual, that will lead to a conflict of interest.
- Staff who are unsure as to whether a certain transaction, activity or relationship constitutes a conflict of interest, perceived or real, should raise it for discussion with a supervisor, Manager or administration.
- Failure or refusal to declare a conflict of interest may be dealt with as a serious offence.
- Staff in situations of conflict of interest shall be excluded from contributing to decisions or taking actions in the situation.

5.6 Use of AFROHUN Property

- (i) AFROHUN property shall be used for the sole purpose of facilitating efficient and effective implementation of the objectives of the network. Private use of AFROHUN property shall only be authorized by the CEO/Regional Program Manager. AFROHUN staff shall be responsible for safeguarding all AFROHUN property under their care. Any loss or damage of property shall be promptly reported to the Regional Program Manager. The Regional Administrator shall maintain an up-to-date asset register of all AFROHUN property, indicating their deployment.
- (ii) In the case of property theft or loss, a police report shall need to be obtained and submitted to the regional Administrator for further action.

5.7 Handing Over and Taking-Over of Office

- (i) All staff shall be expected to handover office when need arises to a designated staff, in the presence of the immediate supervisor when proceeding on leave or on termination of services.
- (ii) The outgoing staff shall be required to prepare a handover report (appendix ...) and give a copy to the staff receiving the handover, and to the immediate supervisor.
- (iii) The handover report shall contain any pending work, issues that are currently being worked on and any action waiting to be taken, routine or regular tasks that require to be taken on immediately, list of documents, equipment and any other assets and or cash the outgoing staff has been responsible for/handling and any other important matter that needs to be drawn to the attention of the incoming staff.

5.8 Drug Free Work Environment

AFROHUN is a drug free workplace. Upon joining AFROHUN all employees receive and acknowledge the following policy.

- (i) That the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace;
- (ii) AFROHUN will take action against employees for violating this policy; and
- (iii) Each employee recognizes as a condition of employment, he or she:
 - a) Must abide by the terms of the statement, and
 - b) Must notify AFROHUN in writing if he or she is convicted for a violation of a criminal drug statute occurring in the workplace, and must do so no more than five calendar days after the conviction.
 - c) The Regional Program Manager shall immediately notify the Chief Executive Officer if an employee is convicted of a drug violation in the workplace. The notification must be in writing, identifying the employee's position title. The notification must be sent to the Chief Executive Officer within ten calendar days after the Regional Program Manager learns of the conviction.
 - d) Within 30 calendar days of learning about an employee's conviction, AFROHUN shall either
 - Take appropriate disciplinary action against the employee, up to and including termination, or
 - Require the employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for these purposes by a national, local health, law enforcement, or other appropriate agency.
- (iv) AFROHUN Agrees that it will establish an ongoing drug-free awareness program to inform employees about the dangers of drug abuse in the workplace.

5.9 Health and Safety at the Workplace

- (i) AFROHUN, in accordance with the Occupational Safety and Health laws in the respective countries shall ensure reasonable safety, health and welfare of its staff, and that no staff shall be put at risk as a result of his/her endeavor to carry out his/her duties in AFROHUN.
- (ii) AFROHUN shall maintain a conducive work environment to reduce all possible causes of accidents and ill-health.
- (iii) Safety and health shall be an integral part of the responsibilities of all staff, for which they shall be held accountable.

5.10 HIV/AIDS at the Workplace

- (i) AFROHUN regards HIV/AIDS like any other life-threatening and/or chronic illness.
- (ii) AFROHUN's recruitment policy shall therefore be non-discriminatory towards People Living with AIDS (PLAs). Illness or physical disability shall not rule out an individual for a job unless it prevents him/her from effectively performing the specified duties.
- (iii) HIV/AIDS-related illness shall not be considered a basis for termination of employment, unless the staff is no longer able to discharge his/her duties to the

required standards as a result of the illness.

5.11 Anti-Trafficking in Persons

Policy Statement

AFROHUN shall follow the **Prevention of Trafficking in persons (PTIP) Act 2009**; backed up with the **Prevention of Trafficking in persons Regulations 2019** throughout the entire network.

Purpose

To establish AFROHUN's procedures for preventing human trafficking through awareness, reporting, recruitment and wage plans, housing plans, sub award compliance and investigations.

Scope

This policy applies to all persons working for AFROHUN or on its behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners.

Guidelines and Procedures

AFROHUN considers the following as acts as Trafficking in Persons.

- i) Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
- ii) The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

No person employed by AFROHUN or by AFROHUN's sub awardee, or contractor, or their employees, labor recruiters, brokers or other agents shall: engage in any form of trafficking in persons, procure commercial sex acts, destroy, conceal, confiscate, or otherwise deny an individual access to their identity or immigration documents, use misleading or fraudulent practices during the recruitment of employees or offering of employment under the project, including charging recruitment fees, or any other prohibition. Participation in such acts will result in corrective action up to and including termination, the reporting of the employee's actions to other parties, including law enforcement authorities and client agencies when required and /or other penalties.

If a person employed by AFROHUN is made aware that an AFROHUN employee, consultant, sub-contractor / sub awardee staff or agent has engaged in conduct that violates this policy, the following will be done;

- a) He/she must notify a supervisor or the Program manager immediately.
- b) If it is the supervisor or program manager involved, then they can notify the CEO immediately or immediately contact the Global Human Trafficking Hotline 24 hours a day at 1-844-888-FREE and its email address at help@befree.org.
- c) On receipt of the allegation, the CEO and Board of Directors will appoint a

committee to investigate this allegation, who will work together with the Police as required by the Law.

- d) If the allegation involves an individual dealing with donor funds, then the donor will be notified immediately even as the investigations are ongoing.
- e) Once the investigation report is concluded and the individual found guilty, AFROHUN will terminate the employee, contractor or business partner accordingly in accordance with Human resource policies under termination section or in accordance with the contract agreement for other parties.
- f) A copy of the investigation report is provided to the donor where applicable and any feedback received from the donor should be implemented.

COMPLIANCE PLAN

The purpose of this Compliance Plan is to set out AFROHUN's program requirements and procedures for:

1. Making AFROHUN Employees aware of the conduct prohibited under AFROHUN's Anti-Trafficking Policy and the Anti-Trafficking Provisions and the actions that may be taken against AFROHUN Staff for violations;
2. Employing fair recruitment, wage and housing practices; and
3. Preventing prohibited trafficking activity by AFROHUN Suppliers, Sub awardees, Contractors and Agents and monitoring, detecting and terminating those who engage in such activities.

Employee awareness

- I. AFROHUN has adopted in its Human Resource Manual a policy on Anti-Trafficking in Persons ("Policy") that reflects the Anti-Trafficking Provisions' provisions prohibiting trafficking-related activities, describes the actions AFROHUN may take against AFROHUN Staff who violate the Policy, and sets out the procedure for reporting and investigating Policy violations.
- II. AFROHUN posts the Policy on its Intranet where it can be accessed by AFROHUN Staff at any time
- III. All new AFROHUN staff will be oriented on this policy and they will sign an acknowledgement form to confirm they have understood the requirement of the policy as part of the confirmation of the code of conduct and human resource policies.(Appendix A)
- IV. On-boarding and refresher trainings on ethics policies, including Anti-Trafficking Policy, are provided as-needed and on an ongoing basis by the Head of Operations.
- V. Individuals may contact the Head of Operations at any time for questions, clarifications or further discussions.

Recruitment and Wage plan

AFROHUN is not working with Recruitment companies and does not charge any recruitment fees. AFROHUN ensures that all wages meet host country legal requirements.

Supplier, Sub Awardees and Contractors and Agents Compliance

- I. Prior to the award of any Supplier Contracts and on an annual basis thereafter, all AFROHUN Suppliers must submit a certification using the vendor information form (See Operational manual) to AFROHUN that they are aware of the Anti-trafficking provisions and have complied with its requirements to the best of their knowledge.
- II. All sub awards and contracts must include a provision prohibiting Anti -trafficking by the sub recipient or awardee, contractor or any of their employees or agents. In addition, a provision will be included in the sub awards and contracts authorizing AFROHUN to terminate the award or cancel the contract as well as pursue the relevant legal action
- III. If any Supplier, Sub award, agent or contractor fails to comply with the policy, applicable contractual language in the award or Contract, or applicable Anti-Trafficking Provisions, AFROHUN will take appropriate action to remediate the violation and prevent future violations, including, but not limited to:
 1. Requiring the Supplier, sub awardee or contractor to remove an employee or agent from a project;
 2. Requiring the Supplier to terminate its relationship with any Supplier contractor, consultant, supplier, sub-contractor or sub-recipient who has been identified as being involved in anti-trafficking;
 3. Suspending payments until violation is remedied;
 4. Terminating the Contract or award for cause with immediate effect.

5.12 Discipline

AFROHUN attaches great importance to retaining disciplined staff who conduct themselves in a professional and personal manner in conformity with its values and culture both within and outside the organization. All immediate supervisors shall therefore have the responsibility to counsel staff on expected behavior. However, AFROHUN also recognizes that there may be instances where staff is engaged in cases of misconduct that require disciplinary action. Each case of misconduct will be handled according to the degree of seriousness and the facts surrounding the offence. Depending on the circumstances of a particular case, disciplinary action shall be for the purpose of correcting behavior rather than be punitive in nature. Copies of disciplinary rules shall be availed to all staff. A record of offences committed by staff and appropriate disciplinary action taken shall be kept in the personnel files in the Human Resources office.

AFROHUN Guide to Types of Misconduct

The following types of offences among others that may be determined by AFROHUN shall warrant appropriate disciplinary action as stipulated in the Disciplinary Procedure. This is not a comprehensive list of all conceivable offences:

OFFENCE	
I	Minor Offences
i	Reporting late for work
ii	Leaving work early without permission
iii	Taking extended breaks without permission
iv	Absence from work for more than two hours without prior permission or notifying the supervisor in time
v	Minor personal misunderstandings with other staff
vi	Minor damage to AFROHUN property
vii	Abuse of office i.e. Disrespect of office procedures etc
II	Major Offences
I	Persistent or unauthorized absenteeism or lateness
Ii	Insubordination
Iii	Abuse, rudeness, insolence, or violence to another member of staff, or member of the public
Iv	Negligence, carelessness or laziness on duty
V	Causing serious loss or damage of AFROHUN property
Vi	Unaccountable time away from the office while on duty

vii	Persistent unsatisfactory work performance by staff
viii	Persistent misuse of AFROHUN property
ix	Unauthorised interaction with the media
X	Giving out information on AFROHUN to various organisations without permission from the appropriate authority, and publishing information on AFROHUN or making presentations without prior knowledge of the supervisor
xi	Unauthorized use of AFROHUN property
III	Gross Offences
i	Dishonesty, embezzlement or fraud either in connection with AFROHUN business or to any person having work relationships with AFROHUN
ii	Use of abusive or insulting language without provocation
iii	Theft of cash or any AFROHUN property
iv	Demonstration of discriminatory behavior towards others on either cultural, tribal or religious

	grounds
v	Use of AFROHUN official stamp or headed paper for personal or inappropriate use
vi	Writing proposals or approaching AFROHUN donors for purposes of soliciting for resources without the knowledge and permission of the Chief Executive Officer
vii	Assault, fighting and sexual harassment
viii	Deliberately giving untrue, misleading or wrong information or instructions or instructing a subordinate to give such information
ix	Soliciting bribes/gifts from persons that interact with AFROHUN

Types of Disciplinary Action Recognized in AFROHUN

AFROHUN recognizes the following types of disciplinary action:-

- Caution
- Counseling
- Verbal warning and noting in personnel file
- Written warning
- Suspension
- Dismissal/Termination
- Summary Dismissal

i. Caution and/or Counseling

A caution and/or counseling shall be given in cases of isolated and minor offences.

ii. Verbal Warning and Noting in Personnel File

Repeated minor offences following a caution and/or counseling shall call for a verbal warning with an appropriate note made on the staff 's personnel file.

iii. Warning Letter

A member of staff whose work or conduct is unsatisfactory (e.g. a member of staff who repeatedly commits a minor offence or commits a major offence that warrants such disciplinary action) but not sufficient to justify an immediate recommendation for suspension or dismissal shall be given a first warning letter, with a copy put in the personnel file. Before a warning letter is given, the staff shall be notified of the offence and shall be permitted to state the case, or defense in answer to the offence alleged on him / her.

iv. Suspension

Following repeated acts of major offences or an act of gross offence, the Chief Executive Officer may suspend the staff with half pay for a period of not more than four weeks whilst inquiries are being done. A letter to this effect shall be issued by the Chief Executive Officer. The letter shall indicate the reason for suspension as well as what behaviour or performance is expected. The letter shall also indicate to the staff that a further incident would result in dismissal. The staff shall be required to endorse or accept the letter. A copy of the letter shall be put in the staff's personnel file.

v. Dismissal

Such action shall be taken by the relevant appointing authority when repeated acts of major offences occur. Staff shall be given a notice period of four weeks to leave the services of AFROHUN or one month's pay in lieu of notice, as well as end-of-service benefits. Any unused leave shall be calculated in the end-of-service benefits.

vi. Summary Dismissal

Such action shall be taken by the appointing authority when a gross offence is committed. Staff shall be required to leave the services of AFROHUN without notice. It should be noted that summary dismissal shall not attract any kind of compensation either accrued leave or payment in lieu of notice. All end-of-service benefits shall be forfeited.

5.13 Grievances

AFROHUN is committed to ensuring that Staff co-exists harmoniously and that any differences arising in the course of their work are resolved amicably. All staff are encouraged to discuss their problems (or present their complaints) to the immediate supervisor. If these discussions are unsuccessful, staff are free to follow the grievance procedure.

- (i) Staff desiring to raise any grievance shall in the first instance discuss it with his/ her immediate supervisor
- (ii) Where the immediate supervisor does not provide a satisfactory solution to the staff and the staff is still aggrieved, she/he may appeal to the next immediate level of authority in writing and copied to the immediate supervisor stating/enclosing the decision of the immediate supervisor and reasons for appealing it.
- (iii) If the aggrieved staff is still not satisfied, then she/he may appeal to the Regional Program Manager.
- (iv) Where the Regional Program Manager shall not give satisfactory response, the aggrieved staff shall appeal to the Chief Executive Officer.
- (v) Where the Chief Executive Officer shall not give satisfactory response, the aggrieved staff shall appeal to the Chair of the Board for the final decision.

6.0 EMPLOYEE DEVELOPMENT

6.1 Performance Management

This performance management policy stipulates guiding principles that shall enable AFROHUN to successfully enable all staff to attain high levels of productivity.

The objectives of the policy are to:

- Provide an institutional framework for managing performance at individual staff levels.
- Facilitate supervision, monitoring and evaluation of individual staff performance
- Implementation of AFROHUN strategic plan and delivery of quality services.

6.2 Performance Planning

At the beginning of each year, staff shall, in liaison with their immediate supervisors, prepare

their individual work plan for the coming year, derived from the overall AFROHUN annual work plan and the particular country work plan and job descriptions. The individual work plan shall include individual annual performance targets for the staff. The staff shall then sign a performance agreement with the supervisor, based on the individual work plan and performance targets. A proposed performance agreement form is attached at Appendix C.

6.3 Performance Monitoring

Respective supervisors shall guide and monitor the performance of their supervisees on an annual basis. The supervisors shall also carry out periodic reviews of individual staff performance at least on a Semi-annual basis, against the outputs, performance indicators and targets, agreed between the staff and the supervisor at the beginning of the year.

6.4 Staff Performance Appraisal

A formal and comprehensive appraisal of individual staff performance shall be conducted annually in the tenth month of each financial year against the agreed outputs, performance indicators and targets; using an appraisal format approved by AFROHUN Board. A proposed performance appraisal tool is attached at Appendix D. In this tool; the individual staff shall have the opportunity to carry out a self-assessment before the supervisor does his/her appraisal. The appraisal system should encourage objectivity, transparency and fairness, improve communication between staff and their supervisors and provide appropriate feedback on performance.

A record shall be kept at the different country offices , of all appraisal reports and related data. These shall be used as a basis for confirmation in employment, counseling, increased responsibilities, determining performance gaps, contract renewal, termination from service, special assignments and other appropriate actions.

6.5 Staff Capacity Development

AFROHUN staff capacity development programs shall be of a short-term nature, normally lasting not longer than three months; except for special needs to be considered on a case by case basis;

Opportunity for staff development shall be given equitably to all staff as their needs demand, without bias or discrimination.

- (i) AFROHUN shall endeavor to provide capacity development opportunities for its staff given availability of funds.
- (ii) Capacity development interventions shall be based on identified performance gaps (development needs) in relation to implementation of programs and achievement of AFROHUN objectives.
- (iii) Annually, the respective supervisors shall determine the capacity development needs of the respective staff and submit to HR
- (iv) HR will come up with a comprehensive capacity development plan in consultation with Management for incorporation into the AFROHUN Annual Work Plan.
- (v) Every year a budget will be developed to support the capacity development plan. This budget will be incorporated into the overall annual AFROHUN budget
- (vi) Implementation of the capacity development activities shall be the responsibility of the immediate supervisor who has ultimate responsibility for the work performance of the staff.

- (vii) All AFROHUN staff given an opportunity to attend a capacity development program shall be required to submit an end-of-program report to his/her immediate supervisor, within two weeks after the end of the program. A copy of the report shall be given to the respective donor where applicable. The Regional Secretariat shall provide guidelines for preparation of the reports to the staff prior to embarking on the program. The Report shall also include action plans, which shall be followed up by the respective staff and immediate supervisor.

7.0 POLICY ON VOLUNTEERS AND INTERNS

Preamble

AFROHUN as a network is growing fast in terms of size with increasing membership as well as projects and responsibilities. This places enormous pressure on the staff both at Secretariat level and country level to deliver as per expectations. With limited financial resources to hire additional salaried, full time staff, bringing on board volunteers and interns is being promoted and developed as a strategic approach to strengthening capacity at both country and secretariat levels.

Important to note too is that everyone has a right to take part in volunteering and to have a fulfilling and productive experience while doing so. In addition, the increased technical and administrative workload associated with the network's growth and expansion offers a platform for learning, skills/competence development and mentorship. Taking this into account, the engagement of volunteers and interns will ensure that a pool of suitable professionals and students are exposed to the management of One Health projects and networks. This policy is therefore an attempt at providing guidance on how these categories of workers, 1) will be sourced and recruited, 2) how their stay will be managed and 3) how their exit will be managed, while maintaining mutual benefits to the volunteers and the network.

Terms:

Volunteers: For purposes of these policy guidelines, volunteers will be defined as individuals who will be identified and recruited by AFROHUN (Secretariat and Country Offices) to undertake a specified set of assignments/tasks for no salary/payment. Such individuals will provide their services freely. Nationals/locals as well as suitable foreign citizens will be considered for volunteer service.

Unpaid Interns: Interns will be defined as students of universities and other tertiary institutions who are enrolled on an academic program or not more than 6 months after graduation. Both local and foreign students will be considered for internship placement.

Objectives of the Policy and procedures:

- 1.To stipulate the recruitment procedures for unpaid interns and volunteers and the management of their stay and exit.
- 2.To articulate the rights and obligations of volunteers and interns when one is selected to work with AFROHUN.

- 3.To outline steps to enhance the working relationships between the volunteer, intern and the organization.
- 4.To protect the interests of the organization, the volunteer and the intern during this working period.
- 5.Grow/create the AFROHUN community footprint and brand recognition in different sectors of the community
- 6.To guide development of AFROHUN internship programs and learning streams in the long term

This policy on volunteers and interns is underpinned by the following principles:

- AFROHUN will ensure that volunteers and interns are properly integrated into the organizational work processes and that mechanisms are in place for them to contribute to AFROHUN work
- AFROHUN does not aim to introduce volunteers and interns to replace paid staff
- AFROHUN expects that staff at all levels will work positively with volunteers and interns and, where appropriate, will actively seek to involve them in their work
- AFROHUN recognizes that volunteers and interns require satisfying work and personal development and will seek to help volunteers and interns meet these needs. Where necessary and possible, structured training will be provided for them to do their work effectively.

PART 1

UNPAID INTERNSHIP

Purpose

The purpose of this policy is to enhance the existing efforts to continue to guide and give direction to the management of all internship placements within AFROHUN network.

AFROHUN seeks to support internship programs that promote growth and learning opportunities to students in universities and other tertiary institutions.

This section of the policy document provides guidance for hiring and managing unpaid student interns.

Internship programs at AFROHUN are designed to support students in reaching their educational goals by providing exposure to a real-world employment setting. The programs will combine practical work experience with structured learning experience through specific briefs aimed at achieving learning objectives of the students and identified objectives of AFROHUN.

Policy statement:

Through this policy, AFROHUN will be committed to providing Interns with a quality experience that involves meaningful activities and the opportunity to learn and gain practical work experience in their chosen field of study and work. Interns will be provided with a clearly defined framework of participation and learning, and will be supervised by respective

sector/unit head, who will monitor progress to ensure effective contribution. In the event of any concerns by the intern, the responsible officer who may be the Human Resource focal point or the Country Manager will be tasked with resolving the concerns. Interns will not be considered as a substitute for staff, and will not normally represent AFROHUN in any official capacity, but through their work bring value-added to the network. Internship recruitment will be conducted through a transparent and where required competitive application and selection process.

Objectives:

1. Promote the work of AFROHUN among pre-service professionals and create advocates for the network from a wide cross-section of relevant professional fields
2. Promote a wider and better understanding of complex One Health challenges and the utility of the One Health approach in managing these challenges.
3. Attract and develop a future talent pool.
4. Create opportunities for professional development for students and to empower young people to gain experience and prepare themselves for the labor market.
5. Aspire towards AFROHUN internship programs recognized internationally and that would serve as flagships for the network.

Due consideration should be given to ensuring:

1. Interns are adequately oriented and supported to ensure excellence;
2. Continuous monitoring and evaluation is provided to ensure added value and enhancement of AFROHUN's reputation;
3. Positive experience for Interns;
4. Compliance with necessary immigration requirements in the case of interns working outside their own countries.

Establishing an unpaid internship for students

This is an established program that can provide a student with meaningful learning experience. An announcement calling for internship placement will be designed and published using appropriate AFROHUN channels for the respective individuals to apply.

The procedure for establishing a student internship is as follows:

1. **Review Enrollment Criteria:** To qualify as an unpaid student intern, one must meet one of the two following enrollment criteria:
 1. The candidate is currently enrolled as a student at a University or tertiary institution/institution of higher learning and has internship information provided/obtained from AFROHUN website, country office, Secretariat or any other AFROHUN online platform.

2. The student has been accepted into an institution of higher learning and is in the transition period from high school to higher learning. This student must be 18 years and above.
3. The candidate has a letter from his/her institution confirming their student status and sponsoring/committing them for the internship placement as a requirement by the university.
2. **Requests from sector/unit Heads:** AFROHUN Secretariat Sector/Unit Heads and Country Managers will generate requests for interns at the beginning of every agreed period, clearly indicating the need for the intern in their sector or unit.
3. **Motivation statement:** Prospective Interns submitting applications must state clearly and precisely on the application the specific internship for which they are applying, the skills and experience they expect to gain or develop during the period of Internship and the contributions they will make to the work of AFROHUN.
4. **Selection of Interns:** An Internship selection panel will be formed to shortlist and select suitable Interns. The panel would consist of the sector/unit head and the HR focal point.
5. **Define the study/performance Plan:** Prior to the unpaid intern reporting for work, AFROHUN Secretariat or AFROHUN Country Office should define a work plan for the intern designed to provide meaningful experience applicable to the intern's field of study.
6. **Management Review of the study/performance Plan:** Prior to establishing an unpaid internship, management (RPM, CEO), will review and discuss the study/performance plan. The sector/unit head under which the interns stay at the network office falls, will be assigned as mentor to support the student's learning experience.
7. **Complete the process:** Once the study/performance has been developed and reviewed, the relevant AFROHUN office may then proceed with bringing the unpaid intern on board. At this stage, the intern is oriented.

AFROHUN Responsibilities

1. Provide the intern with a contract
2. AFROHUN will provide the Intern with a conducive working environment and working space.
3. AFROHUN will provide requisite equipment for the intern to use for the term of the Internship placement.
4. The intern's supervisor/mentor should arrange a session for the student to discuss what the student will be doing.
5. Regularly review the duties performed by interns to ensure that they are engaged in meeting their learning objectives.

6. Conduct a final evaluation of the intern's learning at the end of the internship placement.

Intern Responsibilities

1. The Intern will demonstrate willingness to participate fully and actively in this learning experience by planning their program of work with their sector/unit head.
2. Interns are required to conduct themselves at all times in a manner that will not be detrimental to the image and standing of the network.
3. AFROHUN reserves the right to terminate an internship placement without notice if the required standards of behavior and code of conduct are not met.
4. An Intern is required to keep confidential all information including unpublished information made known to him/her during the period of Internship placement and must sign a confidentiality agreement prior to commencing work.
5. Adhere to the rules and regulations as set out by AFROHUN office where the intern is based
6. Attend all training activities and programs as provided by AFROHUN office
7. Provide progress reports and updates on the internship placement and attend review meetings with the mentor/supervisor
8. It is recommended that interns will provide a presentation and/or written report at the end of the internship to demonstrate how the learning objectives were met and make recommendations, if any.

Internship Conditions:

Each sector/unit will be restricted to a maximum of two Interns per year to enable efficient and effective management of the Internship programs and ably support their learning.

Internship placements will be for a period of not less than one month but not more than six months or for a period set by the education institution. Interns will work within the normal hours of the network, but may be requested to put in extra hours, when need arises.

Interns may begin their Internships only after they have agreed to the terms of reference and terms and conditions of the Internship placement. An Internship contract will be issued by the Human Resources Manager on or before their commencement date.

An Intern is not considered to be a member of staff of AFROHUN and therefore any statutory privileges and obligations that relate to the network staff do not apply to Interns.

No reports or papers may be published on the basis of information obtained by the Intern during the internship placement period without the prior written consent of AFROHUN management.

Smoking policy:

As per AFROHUN Policies and Regulations, smoking is **prohibited** at the workplace.

Mis-appropriation of supplies:

There will be no removal of the organization's property without the approval of the Head – Operations or the Country Manager.

Workplace safety:

Safety is important to all of us. Interns should conduct themselves in a way that promotes safety of themselves, coworkers, and clients. Interns should never put themselves or others into a situation that makes them fearful or uncomfortable. If you feel uncomfortable, please notify the Head – Operations or the Country Manager immediately.

Benefits

For their work, interns will have access to all facilities available at AFROHUN office where they will be based. These benefits may include access to Internet, tea and meals where provided, facilitation to support work-related movement, onsite training opportunities, among others.

Termination of internship placement

The internship placement may be terminated by either party at any time without prior notice. Upon termination, AFROHUN office where the internship placement is based will work with the student intern to determine whether the objectives of the internship program were met. An exit interview can be conducted. In the event that the intern is required to submit a report or statement on the status of the internship placement to their education institution, this report or statement will be reviewed by the mentor on behalf of AFROHUN.

PART 2**VOLUNTEERS****Purpose**

The purpose of this policy is to provide a framework for the management of all volunteers within AFROHUN network. It provides overall cohesion to the various policies and

procedures that affect volunteering, e.g. recruitment, service delivery, financial and other benefits, termination of service, etc.

People volunteer for various reasons;

- Gain confidence and improve self-esteem as well as build networks.
- Be exposed to new environments, skills, approaches and strategies.
- Develop skills and build on existing experience and knowledge.
- Volunteering can also be a route to employment, or a chance to have a new experience that could lead to a career change.
- Be occupied as they wait for gainful employment opening

Policy statement:

AFROHUN appreciates the contributions of Volunteers in fulfilling its mission. This policy provides general guidance within which sectors/units may establish specific procedures for the recruitment, management and exit of volunteers.

Objectives:

1. To ensure consistency in entry, management and exit of volunteers and that all volunteers are treated equally and fairly.
2. To ensure that paid staff, management and governance fully understand why volunteers are involved, and what role they have within the network.
3. To define the role of volunteers within the network and how they can expect to be treated.
4. To ensure that AFROHUN as an organization fully benefits from the knowledge and skills volunteers bring on board

All of the following criteria must be satisfied in order for the individual to be approved as a volunteer:

1. The services are intended to be voluntary and to be rendered without compensation.
2. The services must constitute a bona fide effort of the individual to volunteer for the benefit of professional experience.
3. Individuals volunteer their time for their own professional motives, without promise or expectation of compensation or employment.
4. Volunteers must not be used in ways that displace or replace regular employees in the performance of their normal duties.

Procedures for Placing a Volunteer

When selecting and engaging a Volunteer, it is the respective sector/head's responsibility to be certain the individual has adequate experience, qualifications, orientation, training and supervision appropriate to the volunteer role or task they will be expected to perform.

Who qualifies to Volunteer at AFROHUN

Anyone, including retirees, students, alumni, or others from anywhere in the world may provide volunteer service to AFROHUN.

Age limit: Individuals above 18 years of age or the legal age limit in the respective AFROHUN country.

Motivation statement: Prospective volunteers must state clearly and precisely in their application, their motivation to volunteer at the respective AFROHUN office.

Scope of Work: Before the volunteer reports for work, AFROHUN Office where the volunteer will be based should determine a scope of work for the volunteer to ensure coordination and maximum delivery on the part of the volunteer.

Supervision: The sector/unit head under which the volunteer stay at the network office falls, will be assigned as supervisor.

AFROHUN Responsibilities to the volunteer service

1. Provide the volunteer with Volunteer Agreement
2. Maintain required documentation/file on each volunteer
3. If in doubt, conduct a background integrity check on the volunteer
4. Provide the volunteer with a conducive working environment and working space.
5. The volunteer's unit head shall arrange an orientation session for the volunteer to discuss what the volunteer will be doing as well as provide an overview of the network.
6. Conduct a final evaluation of the volunteer's stay at the AFROHUN office and encourage the volunteer to provide insights into how program management can be strengthened.

Volunteer's Responsibilities

1. The volunteer will demonstrate willingness to participate fully and actively in the duties assigned to them by their unit head.
2. Volunteers will be expected to conduct themselves at all times in a manner that will not be detrimental to the image and standing of the network.

3. AFROHUN reserves the right to terminate a volunteer's agreement without notice if the required standards of behavior and code of conduct are not met.
4. A volunteer will be required to keep confidential all information including unpublished information made known to him/her during the period of stay at AFROHUN office and must sign a confidentiality agreement before they start work.
5. Adhere to the rules and regulations as set out by AFROHUN office where the volunteer is based
6. Free to attend all training activities and programs that they feel will contribute to their volunteering experience
7. Provide progress reports and updates on their work as was laid out in their volunteer agreement

Volunteer Conditions:

Each sector/unit will be restricted to one volunteer per year to enable efficient and effective management of the volunteers in the network.

Event-based Volunteer agreements will close two weeks after the event has ended to allow the volunteer to write and hand in their reports, where necessary. Otherwise, routine volunteer agreements (based in AFROHUN offices/units with need) will be for a period of not more than 3 months. Volunteers will work within the normal hours of the network, but may be requested to put in extra hours, when need arises.

Event-based volunteers may be paid a nominal stipend and facilitation for meals and transport, as the financial situation may allow.

Volunteers will only begin their work after they have agreed to the terms of reference and terms and conditions of the volunteer agreement.

If a suitable job opening occurs during the time a qualifying volunteer is working at any of AFROHUN offices, the volunteer will be encouraged to apply for the opportunity.

Under no circumstance will a volunteer be considered to be a member of staff of the AFROHUN and therefore any statutory privileges and obligations that relate to the network staff do not apply to volunteers.

No reports or papers may be published on the basis of information obtained by the volunteer during their stay at AFROHUN office without the prior written consent of AFROHUN management.

Smoking policy:

As per AFROHUN Policies and Regulations, smoking is **prohibited** at the workplace.

Mis-appropriation of supplies:

There will be no removal of the organization's property without the approval of the Head – Operations or the Country Manager or their designated representatives.

Workplace safety:

Safety is important to all of us. Volunteers should conduct themselves in a way that promotes safety of themselves, coworkers, and clients. Volunteers should never put themselves or others into a situation that makes them fearful or uncomfortable. If you feel uncomfortable, please immediately notify the Head – Operations or the Country Manager or their designated representatives.

Benefits:

For their work, volunteers will have access to all facilities relevant to their work, available at AFROHUN office where they will be based. These benefits may include access to Internet, tea and meals where provided, facilitation to support work-related movement, onsite training opportunities, among others.

Volunteers who come on board to support budgeted-for events like conferences and field studies, may receive a monthly payment, field allowance and other necessary costs.

Termination of volunteer agreement:

The volunteer agreement may be terminated by either party at any time without prior notice. Upon termination, AFROHUN office where the volunteer is based will work with the volunteer to determine whether the objectives of the voluntary service were met. An exit interview can be conducted. In the event that the volunteer belongs to an established volunteer service program and is required to submit a report or statement on the status of the voluntary service to their institution/volunteer program, this report or statement will be reviewed by the head of the sector/unit where the volunteer is based.

APPENDIX A DECLARATION OF ACCEPTANCE

(to be signed and detached for inclusion in the staff member’s personal file)

I.....have received and read a copy of the AFROHUN Human Resource Policy and Procedures Manual which outlines the human resource policies, procedures, code of conduct and terms/conditions of service which govern the employment relationship between AFROHUN and its employees as well as AFROHUN’s responsibilities as the employer and my responsibilities as an employee.

I have familiarized myself with the contents of this manual. By my signature below, I acknowledge accept to comply with the rules and regulations contained in this. I understand this Manual is not intended to cover every situation which may arise during my employment but is simply a general guide to the employment relationship between AFROHUN and its employees. I also understand that the obligations under this policy are part and parcel of my employment contract with AFROHUN.

I also understand that breach of the policies and guidelines contained in this manual can lead to disciplinary action.

Employee Name		Designation	
Employee Signature		Date	
Line Manager Name		HR Representative	
Line Manager Signature		Signature	

APPENDIX B: Telework Arrangement Form/Proposal



Teleworking Arrangement Form

Employee Information

Name: _____

Job title: _____

Department: _____

This temporary teleworking agreement will begin and end on the following dates:

Start date: _____ End date: _____

Work Description:

The employee agrees to the following conditions:

- The employee will remain accessible and productive during scheduled work hours.
- The employee will report to the employer's work location as necessary upon directive from his or her supervisor.
- The employee will communicate regularly with his or her supervisor and co-

workers

- The employee will comply with all AFROHUN rules, policies, practices and instructions that would apply if the employee were working at the employer's primary work station.
- The employee will maintain satisfactory performance standards.
- The employee will make arrangements for regular dependent care and understands that teleworking is not a substitute for dependent care. In pandemic circumstances, exceptions may be made for employees with caregiving responsibilities.
- The employee will maintain a safe and secure work environment at all times.
- The employee agrees that AFROHUN equipment will not be used by anyone other than the employee and only for business-related work. The employee understands that all tools and resources provided by the company shall remain the property of the company at all times.
- The employee agrees to protect company tools and resources from theft or damage and to report theft or damage to his or her manager immediately.
- The employee agrees to comply with AFROHUN's policies and expectations regarding information security. The employee will be expected to ensure the protection of proprietary company and customer information accessible from their remote workstations.
- The employee understands that all terms and conditions of employment with the company remain unchanged, except those specifically addressed in this agreement.
- The employee understands that management retains the right to modify this

agreement on a temporary or permanent basis for any reason at any time.

Employee signature: _____ Date: _____

Manager signature: _____ Date: _____

APPENDIX C: Leave application form

APPLICATION FOR LEAVE AND OUT OF OFFICE NOTIFICATION

Employee Name: _____

Position:

Leave Dates: From: _____

To:

Total days: _____

To

resume

duties

on:

Out of Office Reason

Annual Leave

Maternity/Paternity Leave

Compassionate Leave

Sick Leave

Conference (What and Where?):

If necessary, who will provide coverage for you: _____

Employee Signature _____

Date _____

To be completed by HR:

Leave Days Available: _____

Days Requested for: _____

Supervisor's Signature _____ Date _____

Time Tracking Use Only

Date Entered:

Entered by:

APPENDIX D : Staff performance agreement form

Staff performance agreement form

This performance agreement is to be completed between the employee and the immediate supervisor at the beginning of each performance cycle (usually annually). It is a framework for defining performance expectations for the period. The performance agreement provides a basis for on-going monitoring and periodic review of the performance of the employee; and for the rating of performance at the end of a specified period. In filling this performance agreement form, the supervisor will need to meet with each of his/her immediate subordinates and agree on the tasks/responsibilities, expected outputs, and performance indicators for the period. The supervisor and the employee both sign the form, signifying their agreement to the contents therein.

Name of Employee **Job Title**
..... **Period Covered**

	Task/Responsibility	Outputs Expected	Performance Targets
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			

	Task/Responsibility	Outputs Expected	Performance Targets
13			
14			
15			
16			
17			
18			
19			
20			

Signature of Supervisor.....

Signature of Employee.....Date.....

APPENDIX E : Staff

Appraisal Tool

AFRICA ONE HEALTH UNIVERSITY NETWORK (AFROHUN)

STAFF PERFORMANCE APPRAISAL REPORT

FOR THE PERIOD

.....

Name of Staff..... **Personal File No**.....

Job Title.....

Place of Deployment Regional Secretariat Country Secretariat

Other.....

Name of Appraiser.....

Designation of Appraiser.....

PURPOSE OF THE APPRAISAL

This appraisal exercise aims at reviewing the performance and competencies of the individual employees of AFROHUN, and coming up with actions to improve their performance and develop their competencies so that their full potential is realized.

CONFIDENTIALITY

The data and proceedings of the appraisal process and more specifically the contents of this appraisal instrument, shall not be revealed to any party not directly involved in this particular appraisal, except with the authorization of the Chairperson Board of Directors.

SECTION A: PERSONAL INFORMATION

(To be filled by Appraisee, ie the staff being appraised)

Name:

.....

... Current Position: Current

Salary Scale

Date of Appointment to the Position:

.....

.....

Employment Status: (Probation? / Confirmed? /

Other?)..... Highest Academic/Professional

Qualifications:

Year Obtained

Relevant Additional Training Undertaken:

.....

.....

.....

.....

.....

SECTION B: PERFORMANCE ASSESSMENT

Section B1: Rating of Performance

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Section B2: Self-Assessment and Suggestions for Improvement

(To be done by Appraisee)

(i) What **exceptional contributions** or innovations have you made during the appraisal period?

.....
 ...

(ii) What personal work-related **strengths, talents** or **qualities** do you have?

.....
 ...

(iii) Please indicate any **personal short-comings** that hindered or **can hinder** your performance?

.....
 ...

(iv) Apart from your personal short-comings, what **constraints** or **difficulties** did you encounter in the performance of your duties?

.....

(v) How do you think your strengths and talents can be better utilized in future?

.....

.....

.....

.....

(vi) Please suggest how the hindrances you have been facing (difficulties, short-comings, etc) can be overcome

.....

.....

.....

.....

(vii) What additional support or guidance from your immediate supervisor or from colleagues would help you to perform better?

.....

.....

.....

.....

(viii) What other suggestions do you have for improvement in your performance? (Eg On working conditions, facilities, motivation, deployment, targets)

.....

.....

.....

.....

.....

.....

(ix) What training/development programme(s), if any, would you like to undergo during the coming period, and why?

.....

.....

.....

Signature _____ of

Appraisee.....Date.....

....

SECTION C: ASSESSMENT OF COMPETENCIES AND PERSONAL QUALITIES

(To be done by Appraiser)

Rate the employee also against each of the competencies and personal qualities given in the table

below. For definitions and rating guide, see appraiser’s manual.

Competencies	Appraisal Rating	Comments
Conceptual/Visionary Ability		
Analytical Thinking Skills		
Initiative		
Leadership (where applicable)		
Team work		
Job Knowledge and Technical Skills		
Planning Ability		
Organising Ability		
Management of Resources (where applicable)		
Time Management		
Decision Making Skills		
Readiness to Work with Others		
Communication Skills		
Reporting		
Work Attitude		

Work Attitude		
Integrity		
Adaptability		
Advocacy and Representation		

.....

.....

.....

(d) Key personal weaknesses shown

.....

.....

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.....

.....

Signature of

Appraiser.....Date.....

...

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Signature of Appraiser

.....Date.....

Section E4: Joint Action Plan

Following the appraisal discussion, the Appraiser and Appraisee shall jointly agree on an action plan for improving performance and developing the appraisee. The action plan may include training, coaching, mentoring, redeployment, job rotation, counseling and/or provision of other facilities and resources. The action plan shall be entered in the table below

Issues/Gaps to be Addressed	Agreed Action	Time Frame

Signature of Appraiser

.....

Signature of Appraisee

.....

Date

.....
SECTION F: RECOMMENDATIONS, ACKNOWLEDGEMENTS AND

DECISIONS Section F1: Recommendations by Appraiser

In light of your assessment and ratings of the appraisee as given above, please make recommendations for performance improvement and development of the appraisee

.....
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.....
.....

Signature _____ of

Appraiser.....Date.....

Section F2: Recommendations and Decisions of Dean, Program Manager, Board Chairperson

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